



PORTFOLIO AREA: STRATEGY & PERFORMANCE

Date of Meeting: 27th June 20002

Public

Key Decision: Yes

Recorded in Forward Plan: Yes

Inside Policy Framework

Title: CORPORATE PLAN 2002 – 2005 &
BEST VALUE PERFORMANCE PLAN 2002 - 2003

Report of: Town Clerk & Chief Executive

Report reference: TC. 120/02

Summary:

The report highlights the key elements of the Corporate Plan and Best Value Performance Plan and seeks Council's specific approval for the Vision, Core Values and Objectives expressed in the Plan

Recommendations:

- That the City Council adopts the Vision, Core Values and Objectives as set out in the Corporate Plan, and highlighted in section 1 of this report.
- The Council approves the Corporate Plan (incorporating the Best Value Performance Plan 2002/2003) as the framework for delivery of services and management of the organisation over the period June 2002 – March 2005
- Council authorises that the Town Clerk and Chief Executive in consultation with the Leader of the Council to make any minor drafting amendments as may be required to complete the Plan before the final statutory publication date of 30th June 2002.

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Note: in compliance with section 100d of the Local Government (Access to Information) Act 1985 the report has been prepared in part from the following papers: Previous drafts of the Corporate Plan

1. BACKGROUND INFORMATION

The Final Draft Corporate Plan 2002-2005 is presented for final comment before meeting the statutory publication date of 30th June 2002

The Plan sets out a new vision, values and objectives for the Council over the next three years as well as incorporating the statutory elements of the Best Value Performance Plan.

The Plan has been subject to extensive consultation, research and comment over the last six months and presents a comprehensive framework for the delivery of services and the management of the organisation over the next 3 years.

The plan will be supported by individual business plans for each area of the Council's activity. Over the life of the Corporate Plan both the Plan itself and the individual business plans will be subject to continual monitoring and reporting.

1.1 A NEW VISION

Carlisle is an attractive, vibrant and historic city, which is well placed to advance as a regional centre.

Our Vision is to ensure a high quality of life for all in both our urban and rural communities.

To do this we will build on the best of our heritage, support our communities, and develop a diverse sustainable economy in an active, safe and inviting city.

Recommendation

That the City Council adopts the City Vision as set out above as its own Vision.

1.2 CORE VALUES

The Corporate Plan also sets out a new set of Core Values, which build upon the previous values established through public consultation, bring them into line with current good management practice and reflect Members aspirations

Putting Customers First

We will ensure that the needs of our customers are at the heart of everything we do

Valuing Staff

We will support, praise and invest in our workforce to develop our organisation.

Achieving Equality

We will provide equal access for all to goods, services, facilities and opportunities

Being an open and accountable organisation

We will give our public comprehensive information wherever possible and accept responsibility for our actions

Being Sustainable

We will make best use as an organisation of the Earth's limited resources and encourage sustainable practices amongst our partners and communities

Working in Partnership

We will avoid duplication of effort and maintain our focus through the effective use of partnership resources.

Striving For Improvement

We will foster a "can do" culture in which we strive for improvement and positive change.

Managing Effectively

Our organisation will be characterised by clear leadership, informed decision making, robust scrutiny and an honest appraisal of risk.

Recommendation

The Council adopts the following Values which will underpin everything the Council does.

The objectives of this Council reflect these values and ensure they are recognised in everything we do as an organisation.

1.3 OUR OBJECTIVES

As a result of consultation, the objectives of the Council were divided into two interrelated sections: Council Quality of Life Objectives and Council Management Objectives.

The objectives detailed below are not an exhaustive list of action. Instead, they define the key priority areas for the City Council in the context of local, regional and national issues.

The plan contains the detailed priorities and targets, which are intended to contribute to the delivery of each of these objectives. The targets will be monitored and reported on a regular basis and indeed will be used by District Audit to measure our progress.

Quality of Life Objectives

These priorities translate Carlisle City Vision into tangible action within the Council. They provide a starting point for partnership working, outlining how the council will contribute to implementing the Vision.

Communities Objectives

CO 1 Encourage community participation and inclusion in the Carlisle area

CO 2 Reduce crime and the fear of crime within our communities

CO 3 Tackle poverty & deprivation by ensuring regeneration is focused in areas of greatest need

Economic Prosperity Objectives

EP 1 In partnership, develop, support and modernise the local economy

EP 2 In partnership, develop and retain skills in the Carlisle area

Health & Well Being Objectives

HW 1 Promote healthy living & lifestyles

HW 2 Co-ordinate a strategic approach to housing

HW 3 Fulfil our statutory requirements for environment health

Infrastructure Environment & Transport Objectives

IET 1 Promote and maintain a sustainable environment

IET 2 Promote good access and transportation in and around the City area

Celebrating Carlisle Objectives

CC 1 Improve Carlisle's Image locally, nationally and internationally

CC 2 Have cultural and educational facilities of a high standard

CC 3 Promote our heritage and natural surroundings

COUNCIL MANAGEMENT OBJECTIVES

These Objectives affect the organisation as a whole. They concentrate on improving how we manage and deliver services and respond to the Government's modernisation agenda. By pursuing these objectives we can develop an efficient, effective and responsive council capable of delivering Carlisle City Vision through our quality of life objectives.

The council management objectives are interrelated and taken together provide a comprehensive agenda for change at Carlisle City Council.

CM1 To ensure that the Council provides sound corporate governance

CM 2 To ensure that we are an effective, well managed organisation with good staff morale and excellent communications

CM 3 To develop our community planning process to ensure it addresses the aspirations and needs of our local communities

CM 4 To reinvigorate democracy and improve voter turn-out at elections

CM 5 To ensure our services are focussed on our customers needs

CM 6 To effectively manage our performance for the community's benefit

CM 7 To effectively manage our resources strategically through 3 year financial planning

CM 8 To ensure our services can be accessed electronically by 2005

Recommendation

That the Council adopts these both the Quality of Life objectives and the Council Management Objectives as set out above for the period of the Corporate Plan.

2. CONSULTATION

2.1 The Plan is being developed from a series of consultative workshops and meetings.

2.2 The priorities identified by the community as part of the extensive City Vision consultative process form the core of the Corporate Plan.

2.3 In December/January 2002 a series of interviews with Heads of Service were held in which they had an opportunity to review progress as well as highlight those issues that they felt would be significant over the short, medium and long term.

2.4 In March, District Audit facilitated a workshop for Portfolio Holders, Chairs of Overview and Scrutiny Chief Officers and Service Heads which focussed on service planning particularly on how the City Council responds to City Vision.

- 2.5 A similar workshop was held for Overview & Scrutiny to which all Members were invited and individual Overview and Scrutiny Committees have subsequently examined the outcomes from those workshops. These are summarised in appendix1 of this report.
- 2.6 A further series of interviews with Unit and Service Heads explored in detail the priorities and targets for each of the Objectives.
- 2.7 The Plan was presented at the Bi-Annual Meeting with the Parish Councils on 27th May and comments invited.
- 2.8 The Plans was also presented to the City Vision Partnership on 28th May and again views were invited.
- 2.9 The Plan was formally presented to Overview and Scrutiny on Friday 7th June and the Minutes of those meetings have been circulated with this Agenda.

3. STAFFING/RESOURCES COMMENTS

N/A

4. CITY TREASURER'S COMMENTS

Statement on Resources is contained in the Plan in section 6. It should be noted that in adopting the objectives and priorities set out in this plan, the Council is committing to a new 3 year strategic resource allocation process which will set out revenue budgets and projections for all services over the lifetime of this plan. Financial projections will be set out to reflect the strategic priorities and objectives to be delivered by the respective business unit. Over the 3 year life of the plan that the Council's will strategically review its financial estimates to ensure its resources are effectively matched to its Objectives.

5. LEGAL COMMENTS

N/A

6. CORPORATE COMMENTS

NA

7. RISK MANAGEMENT ASSESSMENT

Risk management should be an integral part of the Council's strategic planning processes and not just an exercise in meeting regulatory requirements. The identification, evaluation and controlling of risks will ensure that opportunities are not lost, reduce the incidence of surprises and increase the ability of the Council to meet its objectives. All business plans of the Authority detailing the delivery of this Plan will adopt the principles of sound risk assessment in their planning, delivery and monitoring process

8. EQUALITY ISSUES

See Core Values

9. ENVIRONMENTAL IMPLICATIONS

See Core values

10. CRIME AND DISORDER IMPLICATIONS

See particularly Quality of Life objective CO 2 Reducing Crime and the Fear of Crime

11. RECOMMENDATIONS

- That the City Council adopts the Vision, Core Values and Objectives as set out in the Corporate Plan and highlighted in section 1 of this report.
- The Council approves the Corporate Plan (incorporating the Best Value Performance Plan 2002/2003) as the framework for delivery of services and management of the organisation over the period June 2002 – March 2005
- Council authorises that the Town Clerk and Chief Executive in consultation with the Leader of the Council to make any minor drafting amendments as may be required to complete the Plan before the final statutory publication date of 30th June 2002.

12. REASONS FOR RECOMMENDATIONS

To ensure that the Council meets its statutory obligations under best value with the publication of its Best Value Performance Plan

To ensure that the Council has in place a clear strategic planning framework to guide business planning and management over the next 3 years.

FINAL DRAFT

CARLISLE CITY COUNCIL
CORPORATE PLAN
2002-2005

Creating a brighter future

June 2002

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Foreword – Leader of the Council

Welcome to the City Council's plan for its future.

Local Government is being comprehensively and radically reformed and this plan ensures the Council continues to rise to the challenges of modernisation. It is as important as ever to take a strategic approach to the authority's future. This Council needs to be strong, vibrant, innovative and responsive to local people. It must demonstrate economy, efficiency and effectiveness and provide leadership to take the whole City forward this includes ensuring our services and support are available to all our communities both urban and rural.

The City Council is responsible for a wide range of functions and services and this three-year corporate plan sets out the strategic direction for those functions and services. It incorporates the Best Value Performance Plan 2001-2002 and identifies the Council's priorities for the next three years. These include:

- An increased focus on customers
- A more strategic approach to the regeneration of urban and rural areas
- Making services more accessible for example through Electronic Government
- Changes in the organisation following a potential Housing Stock Transfer in December 2002 and the potential transfer of Leisuretime to either a trust or to the private sector
- Better methods of listening to and consulting with local people in decision making and communication

The plan will outline the forecast for future resource allocation and whether resources are to be increased, reduced or held steady. All services will, however, be expected to improve performance and clear priorities will be set together with exacting performance standards and regular comprehensive performance assessment.

The Council's new direction followed extensive consultation with local people in partnership with organisations across the region to produce a new vision for the future, Carlisle City Vision. The Council will demonstrate in this plan how it will act as a partner in the delivery of City Vision via its new council objectives and revised core values.

Finally, there is no attempt to hide any problems. There is a determination to address long-standing issues and to improve the way the Council works. We are embarking on a reform agenda aimed at raising standards across the board and learning from best practice, whether from the public, private or voluntary sectors.

Cllr. Mike Mitchelson

Leader – Carlisle City Council

June 2002

Introduction – Town Clerk & Chief Executive

The objectives and priorities set out in this document represent a step change for Carlisle City Council in its drive to deliver high quality public services to local people.

Local people and the Government rightly have high expectations of the City Council and its staff and we are constantly seeking more effective and efficient ways to deliver customer focussed services and to support local communities.

This Corporate Plan provides the framework for the actions of the City Council over the next three years and will be delivered by the new political management arrangements recently introduced by the Council and a revised officer structure. In addition, a three-year financial strategy will match the priorities in this plan with the financial resources available to the Council.

The aim is to deliver value for money services and to satisfy our customers in the following key areas:

- Local Planning
- Housing
- Building Regulations
- Leisure & Recreation
- Refuse Collection
- Cemeteries and Crematoria

MONITORING THIS PLAN

For each service the Council has established clear and challenging aims and defined priorities and exacting performance standards and targets. The Council is also striving for continuous improvement and we will concentrate on those areas in which we need to do better. Innovative solutions and partnership arrangements, the details of which are set out in this document, will support the delivery of the corporate objectives. It will be followed by individual three-year business plans for each area of the Council's activity, which will give more detail of how delivery will take place. Both the plan itself and the three year business plans will be subject to continual monitoring and reporting and overview and scrutiny will play a key role in this process.

The Plan is by necessity comprehensive and detailed and to ensure you know how the Council is progressing, we will publish each year an update on the achievements and actions against this plan. We will be open in reporting not just our achievements but also those things we have not yet completed and let you know why.

Peter Stybelski

Town Clerk & Chief Executive

June 2002

1. CONTEXT

The City Council's objectives have been developed in the context of the national and regional policy, the local economy, the history and geography of the area and its demographic and social make up.

City of Carlisle

Carlisle is a regional centre for the North West of England, part of South West Scotland and the Borders. Over ¼ million people live within ½ hour drive of Carlisle which is their nearest major urban centre. The City Council administrative area stretches from the Scottish border in the north to the edge of the Lake District National Park in the south and from the North Pennines in the east to the Solway Firth in the west – a total of some 1,000 sq/km. Approximately 70% of the City's 101,900 population live in the urban area of Carlisle.

The area is rich in history from the Roman Hadrian's Wall to the 11th Century Castle and the Cathedral. Within this cultural heritage is a regionally important, high quality range of shopping facilities and a diverse economy with a good mix of manufacturing and service sectors.

There are, however, areas of disadvantage. The rural economies were already in decline before the foot & mouth disease outbreak of 2001 and the Carlisle area was one of the most severely affected by the disease in the Country. The urban area also suffers from pockets of severe social and economic deprivation with Upperby Ward, to the south of the City Centre, is one of the 10% most deprived wards in the country.

The City Council

The City Council is a decision making body comprising of 52 Councillors. The Council operates a Leader and Executive model of decision making with portfolio holders having specific areas of responsibility. They are:

- Community Activities
- Health & Well Being
- Economic Prosperity
- Infrastructure Environment & Transport
- Promoting Carlisle
- Finance & Resources
- Strategy & Performance
- Corporate Resources

National Picture

National Government has set a challenge for local government to modernise and improve. Democratic structures have been reformed and the duty of Best Value has demanded constant improvement, consultation, comparison, challenge and competition with the best, regardless of whether this is from the public, private or voluntary sector. Local Government is also asked to **reinvigorate local democracy and modernise the council's political processes and structures.**

Local government has been set a challenge to make rapid progress in areas such as education, health, crime and transport to meet national priorities. Although in some cases

these national priorities are not the direct or sole responsibility of the City Council we are an important contributor and partner and this is reflected in the Council's new objectives. It will also be reflected in the City Council pursuing with the County Council a **Public Service Agreement**, to meet the challenging national targets. This will build on the foundation provided by Best Value and should help to encourage innovation and a commitment to better performance.

Recent legislation has made it possible for Councils to introduce more innovative and user friendly methods for voting at local elections, including electronic, postal and mobile telephone voting. The Council will assess other methods of improving electoral turnout over the life of this plan. We are also pursuing electronic service delivery, or **e-Government**, to improve the speed, responsiveness, quality and coherence of services, and to break down barriers between services and organisations where these slow progress. We will ensure all services capable of being delivered electronically are delivered this way by 2005.

Finally, it is inevitable that further government policies and initiatives will emerge over the life of this corporate plan and flexibility is included to respond positively and proactively. The Council is determined to be a **Good Performing Council** as defined in the **Future Challenges** section.

Regional Picture

It is also important to consider the regional context which Carlisle exists within. **Carlisle is the regional centre** for a very large geographical area and as such has a unique role to play in the economic and social infrastructure of Cumbria and South West Scotland. Carlisle has a large population and labour force, and is the largest employment centre in Cumbria, with a concentration of professional services. The City is a major transport hub, regional shopping centre and agricultural market centre for the Borders and the economies of the Carlisle and Cumbria as a whole are interdependent and interrelated within the North West Region. The City Council is also a key partner in the **Border Visions** process that brings together Councils along the Scottish/English border to define a common agenda and a way forward for the Borders region.

The **Northwest Development Agency (NWDA)** is tasked with stimulating economic development, environmental regeneration and social cohesion. This is achieved by co-ordinating the activities of the existing organisations and Councils throughout the region. The NWDA has published a **regional strategy "England's North West – a strategy towards 2020"**. European and national funding will be distributed through the strategy and this plan reflects the strategies and policies to deliver the vision and objectives of the NWDA.

In the aftermath of the 2001 Foot and Mouth epidemic the NWDA published its **Regional Rural Recovery Plan** for the North West of England. The plan identified not only the commercial pressures on farmers, the farming community and agricultural supply sectors but the knock on effects in tourism and related industries. The five-year plan superseded a previous Rural Action Plan and links the emerging proposals from the County taskforces around the region, including Cumbria's Rural Action Zone proposals. Again the plan will be used by the NWDA for the distribution of resources and it will be important that this Corporate Plan takes account of the objectives contained within the plan. Specifically, the NWDA is seeking to support the proposed **Cumbria Rural Action Zone** through the development of a single rural regeneration company which would manage a significant programme of rural regeneration at an estimated £300 million over the next five years. This

company would report to the emerging **Cumbria Strategic Partnership**, which has been developed to identify a strategic vision for Cumbria in conjunction with the four Cumbria Local Strategic Partnerships (see below).

Local Picture

The Local Government Act 2000 defined the role of councils as being the community leader in their area. The City Council has fully embraced this role via **Carlisle City Vision**, a ten-year plan of how the City should be in 2012. The Vision is the product of extensive consultation with communities and in particular under-represented groups like the elderly, young and those from ethnic minorities. The views and aspirations of the Carlisle City Vision partnership, a representative group of key organisations from the public, private, voluntary and community sectors has then shaped the Vision into five interrelated themes:

- Communities
- Health & Well-being
- Economic Prosperity
- Infrastructure, Environment and Transport
- Celebrating Carlisle

For each theme, the Council will work with partners to develop a medium term delivery plan to make the Vision a reality.

City Vision also sits within the context of a **Local Strategic Partnership (LSP)** developed in conjunction with Eden District Council and covering these two local authority areas. There is a history of joint working between the two authorities on recycling, community safety and the economy. The emerging Carlisle & Eden Local Strategic Partnership is currently focused upon the economic and social recovery of the rural area following the Foot & Mouth crisis. However, in the long term, the Local Strategic Partnership will consider joint service provision where this is advantageous and by December 2002 the intention is to set joint strategic aims for the two districts and see that they are delivered.

Future Challenges

Regional Government

The publication of the white paper **Your Region, Your Choice, revitalising the English Regions**, gives the public the opportunity to vote on the issue of regional assemblies in England. The aim is to decentralise power and give more resources and responsibility along with more freedom and flexibilities to existing regional chambers and government offices. For those regions who want to go further there will be the potential for a referendum on establishing a regional elected assembly. For Carlisle, our region would be the North West. The new regional assemblies will have between 25 and 35 members with specific responsibility in areas such as economic development, skills and employment, housing, sports, culture and tourism, transport, land use and regional planning, environmental protection, bio-diversity and waste, and public health. This would help to ensure that in future there is an integrated approach to tackling these issues. Crucially, if the government decides there is sufficient interest in an elected regional assembly there will first be an independent review of local government in the region to simplify and rationalise local arrangements and make it clearer to the public who does what. Certainly, it is apparent that Central Government will not wish to create three tiers of government at a regional level. The

City Council is committed to obtaining unitary status in partnership if regional government is pursued in our area.

Comprehensive Performance Assessment & Performance Management

Performance management is based upon a system of skills, techniques and processes that help organisations to monitor and improve performance and as such it is essential for driving forward change. It is about arrangements for the practical implementation of the corporate vision and strategies and should incorporate staff at all levels within a comprehensive framework that ensures that we are all working towards team, department and corporate objectives. The principles and practices enable departments, teams and individuals to identify key service areas, to plan performance levels and to regularly monitor, review and revise how they are performing. This will enable progress to be measured and help achieve the quality of life and management objectives that are included in this plan.

The Government has also highlighted the importance of performance management in the recent White Paper, 'Strong Local Leadership – Quality Public Services' and makes substantial changes in the way local authorities will be inspected. Amongst other things, it introduced the concept of the **Comprehensive Performance Assessment (CPA)**.

The CPA will draw together and build upon existing audits, inspections and assessments and "form the cornerstone of the Government's performance framework for local government". One of the principles behind it is that the current approach to audit and inspection, which is entirely service-based, can often miss key 'corporate' issues and problems which may be related to its political and/or administrative management.

Each Council will be judged on its overall corporate performance; the better the performance, the more freedoms and flexibilities the Council will have (a notion first set out in last year's Audit Commission publication 'Changing Gear'). The four judgements are:-

High Performing

High performing councils will receive freedoms and flexibilities over and above the deregulatory measures available to all Councils. The additional freedoms will include:

- A right to have ring-fenced grant replaced by targeted grant
- More freedom to use income from fines
- Further reductions in plan requirements to be agreed with Government
- Not being subject to the reserve powers to cap council tax increases; and
- A reduction in the proportion of ring-fencing of government support for capital investment.

They will also have freedom to trade more widely across the range of their services, more discretion over the content and timetable of their best value review programmes and a much lighter touch inspection regime.

Striving

Further freedoms for 'striving councils' will be available through local Public Service Agreements (PSAs) following the comprehensive performance assessment. They will also have freedom to trade in areas where their performance is strong, lighter touch inspection, more discretion over BV programmes and targeted support for capacity building.

Coasting

Coasting councils will need to agree an improvement action plan (including the best value review programme and audit and inspection programme) against which their performance will be monitored. They will receive support for capacity building, and will be able to secure

freedoms through local Public Service Agreements (PSAs). They will also be able to trade in areas where performance is strong.

Poor Performing

Some additional freedoms may be granted to poor performing councils to help them focus on areas of weakness. They will receive a directed approach to support and capacity building, as well as Government intervention 'where it is necessary to tackle both corporate and service weaknesses'. Poor performing councils will need to agree an action plan with the inspectors.

Our Performance

This authority is aiming to be judged as a striving council when we are assessed in 2003/04. To achieve this we are working with the community to deliver and improve the services and activities that they want and this plan sets out how we are going to achieve this.

2. VISION, VALUES AND OBJECTIVES

How did we develop the Council's Shared Vision Values and Objectives?

The Council Vision, Core Values and Objectives are the product of extensive local consultation that aimed to identify the Council's role in delivering Carlisle City Vision. This included:

- Public consultation via the comprehensive City Vision consultation process with partners and the community
- A series of meetings with members of the Council's Executive
- A series of workshops with Overview & Scrutiny Members
- A strategic planning workshop for officers and members facilitated by District Audit
- A workshop which all members were invited to attend
- A series of interviews with Service Unit Heads

The Government recently identified a number of priority areas in which all local authorities are expected to deliver rapid improvements. These priorities coincide well with those issues identified as important to our local communities within Carlisle City Vision and include Education, Health, Crime and Transport. In these national priority areas, the Council is committed to do everything in its power to support the local achievement of national targets as these become clearly defined.

A Shared Vision

The Vision for Carlisle is a shared vision. Members of the public, private, voluntary and community sectors in Carlisle, in consultation with the wider community, have agreed that:

Carlisle is an attractive, vibrant and historic city, which is well placed to advance as a regional centre.

Our Vision is to ensure a high quality of life for all in both our urban and rural communities.

To do this we will build on the best of our heritage, support our communities, and develop a diverse sustainable economy in an active, safe and inviting city.

This Council hereby formally adopts the Vision as its own Corporate Vision.

Core Values

The Council has adopted the following values based upon public consultation, Members' aspirations and from good practice within Local Government. These underpin everything we do:

Putting Customers First

We will ensure that the needs of our customers are at the heart of everything we do

Valuing Staff

We will support, praise and invest in our workforce to develop our organisation.

Achieving Equality

We will provide equal access for all to goods, services, facilities and opportunities

Being an open and accountable organisation

We will give our public comprehensive information wherever possible and accept responsibility for our actions

Being Sustainable

We will make best use as an organisation of the Earth's limited resources and encourage sustainable practices amongst our partners and communities

Working in Partnership

We will avoid duplication of effort and maintain our focus through the effective use of partnership resources.

Striving For Improvement

We will foster a "can do" culture in which we strive for improvement and positive change.

Managing Effectively

Our organisation will be characterised by clear leadership, informed decision making, robust scrutiny and an honest appraisal of risk.

The objectives of this Council reflect these values and ensure they are recognised in everything we do as an organisation.

3. OUR OBJECTIVES

As a result of consultation, the objectives of the Council were divided into two interrelated sections: council quality of life objectives and council management objectives.

The objectives detailed below are not an exhaustive list of action. Instead, they define the key priority areas for the City Council in the context of local, regional and national issues.

What do we mean by Quality of Life Objectives?

These priorities translate Carlisle City Vision into tangible action within the Council. They provide a starting point for partnership working, outlining how the council will contribute to implementing the Vision.

Quality of Life Objectives

Communities Objectives

- CO 1 Encourage community participation and inclusion in the Carlisle area
- CO 2 Reduce crime and the fear of crime within our communities
- CO 3 Tackle poverty & deprivation by ensuring regeneration is focused in areas of greatest need

Economic Prosperity Objectives

- EP 1 In partnership, develop, support and modernise the local economy
- EP 2 In partnership, develop and retain skills in the Carlisle area

Health & Well Being Objectives

- HW 1 Promote healthy living & lifestyles
- HW 2 Co-ordinate a strategic approach to housing
- HW 3 Fulfil our statutory requirements for environment health

Infrastructure Environment & Transport Objectives

- IET 1 Promote and maintain a sustainable environment
- IET 2 Promote good access and transportation in and around the City area

Celebrating Carlisle Objectives

- CC 1 Improve Carlisle's Image locally, nationally and internationally
- CC 2 Have cultural and educational facilities of a high standard
- CC 3 Promote our heritage and natural surroundings

What do we mean by council management objectives?

These objectives affect the organisation as a whole. They concentrate on improving how we manage and deliver services and respond to the Government's modernisation agenda. By pursuing these objectives we can develop an efficient, effective and responsive council capable of delivering Carlisle City Vision through our quality of life objectives.

The council management objectives are interrelated and taken together provide a comprehensive agenda for change at Carlisle City Council.

Council Management Objectives

- CM1** To ensure that the Council provides sound corporate governance
- CM 2** To ensure that we are an effective, well managed organisation with good staff morale and excellent communications
- CM 3** To develop our community planning process to ensure it addresses the aspirations and needs of our local communities
- CM 4** To reinvigorate democracy and improve voter turn-out at elections
- CM 5** To ensure our services are focussed on our customers needs
- CM 6** To effectively manage our performance for the community's benefit
- CM 7** To effectively manage our resources strategically through 3 year financial planning
- CM 8** To ensure our services can be accessed electronically by 2005

Our performance and measuring progress in achieving these objectives?

For each objective, there a number of **priorities for action** identified. These are the things we need to do to achieve our objective. For each priority, there will be a **target**, or targets, which we are striving to achieve. We will measure how effectively we are meeting our targets through the use of **performance indicators (PIs)**

Performance indicators are measures that we use to help control and improve performance in key areas of the council's services and activities. The PI data is part of the council's general performance assessment to provide a sound and objective measure of performance to use alongside other sources of information. There are a number of national PIs that are collected by the DTLR and reported nationally. This information is used to compare authorities and performance is ranked with particular attention placed upon service areas that are in the top or bottom 25 per cent. The authority has also developed a range of local indicators to reflect local priorities. Both the local and national indicators are included in the appendices.

To help assess the progress we are making towards our objectives we have developed some key indicators. These will enable us to easily monitor and report on our progress and quickly identify and remedy areas where further improvements are required. Our comparative performance in the national indicators will also contribute to the Audit Commission's CPA score. We have identified a range of indicators that are of national and local interest and where improvements are most required to help prepare for CPA. In 2002/03 we will be paying particularly close attention to these indicators. These indicators are symbolised by ► in the right hand column.

As part of the CPA a number of the indicators will be judged nationally according to which quartile the level of performance belongs. If our performance in a service area was in the top 25 per cent then we would be given 4 points but if it was in the bottom 25 per cent we would only be given 1 point, with 3 & 2 points awarded for the middle quartiles. The points are then averaged. Based on the available performance information and projected targets submitted by other authorities we have calculated an average of 1.8 for 2001/02. In 2002/03 we are working to achieve a striving average over 2.

As the appendices show, a number of our services are already in, or close to, the upper quartile, for example, our planning services and waste collection and street cleaning activities. We also score highly in levels of customer satisfaction for tenant participation, sports and leisure facilities, museums and parks and open spaces. It is important that we maintain our performance in these areas and continue to improve levels of service and satisfaction where possible.

Some of our services are within, or close to, the bottom 25 per cent and the authority will be focusing particularly closely on these areas, in particular rent collection, housing relet times, levels of council tax and business rates collected, benefit services and some internal management issues, including sickness absence. We are also working closely with our partners to address relatively high rates of crime. Finally and perhaps most importantly we did not score as well as we would have liked in the community's overall level of satisfaction with the authority. In 2002/03 we will undertake another survey to help us identify where you want us to improve so we can deliver the services you want to the standards you deserve.

Carlisle's Approach to Efficiency Improvement

Carlisle City Council has a well-established corporate planning and budgeting process. Each year, as part of the budget resolution, we review and reassess our capacity to provide services and services and set economy and efficiency targets which have to be addressed in the coming year before the next budget process.

Best Value reviews are an important part of our approach to efficiency improvement as they require fundamental consideration of why and how we provide a particular service. It is expected that most reviews will identify efficiency improvements.

The level of efficiency target set varies from year-to-year and depends on factors such as the amount of Revenue Support Grant received and Council policy objectives. It is envisaged that, by the end of the first five-year period, we shall have met or exceeded the Government's target of an average of 2% efficiency savings per annum

Communities

THE ISSUES:

'A safe, clean attractive place to live where people feel included and their needs recognised.'

This is how the community described its vision for living in Carlisle. With increasingly busy lives and growing demands on our time we need to be able to access services where we need them and when we need them, which may be after conventional hours.

ACHIEVEMENTS LAST YEAR:

- Provided seven new CCTV cameras to reduce crime and the fear of crime
- Attracted over £400,000 of external funding for crime reduction initiatives in last 3 years
- Received praise for our community engagement and consultation from Home Office Minister Nick Raynsford
- The development of a new equalities strategy
- Made our services more accessible by providing more of them electronically
- Acted as the lead agency in the development of the Sure Start Partnership in Carlisle South, the Longtown Market Town Initiative and the Raffles SRB programme
- Seconded staff to provide information, training and capacity building for community groups

QUALITY OF LIFE OBJECTIVE:

CO 1 Encourage community participation and inclusion in the Carlisle area

KEY INDICATORS:	Year 1 Targets	Year 2/3 Targets	Responsibilities (Subject to Organisational Review)
▪ % of respondents satisfied with their neighbourhood as a place to live	To undertake survey by December 2002	Target to be decided after survey.	Economic & Community Development Services
▪ The level of the Equality Standard for local government for which the local authority conforms	To work towards level 1	Level 1 in 2003/04 and level 2 in 2004/05	Corporate Management Team
▪ Improve community satisfaction with Council services and activities	Undertake survey to identify areas of dissatisfaction	By March 2004 increase community satisfaction to 72%	Corporate Management Team
PRIORITIES FOR ACTION:			
▪ Support the City Vision Partnership in the development of a Communities Strategy	Develop an action plan by March 2003	Implement action plan & Monitor progress	Economic & Community Development Services
▪ Improve voter turn-out	See Objective CM4		Legal and Democratic Services

▪ Provide skills which enable local communities to support themselves	Train 10 individuals to deliver physical activity programmes by April 2003	Establish 2 sustainable community run sport or physical activity programmes within the two most deprived wards by April 2005	Culture, Leisure and Sport Services
▪ Involve more of our communities in consultation to aid decision making	Increase membership of citizens panel by 25%	Increase response rate to 1,000 respondents per questionnaire	Strategic & Performance Services
▪ Consult with users in the planning and design stages of buildings	Consultation plan in operation by March 2003		Property Services in conjunction with Commercial & Technical Services
▪ Develop a programme of special events in the Carlisle area	Co-ordinate a programme of 6 events	Develop an events strategy covering all major events in the City (see CC3)	Economic & Community Development Services
▪ Pending the findings of the Regeneration review of best value, review the operation and role of the Community Support Unit	Subject to completion of Regeneration Best Value review by Sept 2002		Economic & Community Development Services
▪ Undertake fundamental review of grant procedures to advice agencies ensuring that there is a co-ordinated approach and that the Council receives value for money	Undertake review of grants to advice agencies by March 2003		Economic & Community Development Services
▪ Review grant allocation to community centres to ensure that there is a fair and equitable distribution of resources to all community centres.	Undertake review of grants to community centres by March 2003		Economic & Community Development Services
▪ Review the accommodation for the Shopmobility scheme.		Undertake review of Shopmobility accommodation by March 2004	Planning Services
▪ Develop a Young People's Council as a voice for them in decision making	Steering group established by Feb 2003	Council established Sept. 2003	Economic & Community Development Services
Develop a programme of events with supporting resource material for schools and community groups on the concept of citizenship.	Develop an events programme around the Anne Frank exhibition Oct 2002	Participate in the North West Museums and Galleries Education programme phase 2 Citizenship initiative 2003	Culture, Leisure and Sport Services
▪ Meet the commitments contained in the tenants participation compact to enable the real involvement of Council tenants and other residents in the development of policies and the decision making process	Monitor implementation of Action Plan resulting from Best Value Review of Debt Recovery Training of Tenant Federation and officers	Develop tenant's federation role in production of quarterly newspaper Promote tenant participation through	Housing Services

	on tenant compacts and Best Value	Cumbria-wide Tenants benchmarking group	
	Resolve equality policy re: access to services	Develop and promote customer feedback on BVPI's	
	Increase tenant involvement and participation through information days, special initiatives such as new tenant welcome packs		

QUALITY OF LIFE OBJECTIVE:

CO 2 Reduce crime and the fear of crime within our communities

KEY INDICATORS:	Year 1 Targets	Year 2/3 Targets	Responsibilities (Subject to Organisational Review)
Number of recorded crimes per 1,000 pop.	104.6	96.4 by March 2005	Economic and community Development Services
% residents surveyed who said they feel 'fairly safe' or 'very safe' whilst outside:			Economic and community Development Services
a) After dark	70%	80% by March 2005	
b) During the day	90%	96% by March 2005	
PRIORITIES FOR ACTION:			
▪ Contribute to the delivery of the Carlisle & Eden Crime & Disorder Strategy 2002-2005 through the pursuit of funding opportunities as they become available	Allocating £225,000 to crime reduction initiatives as identified in the Strategy		Economic & community Development Services
▪ Support alternative programmes aimed at crime reduction i.e arts, physical activity and sport		Deliver a minimum of 10 sports activities in crime hotspots via community sports development plan by April 2004	Culture, Leisure and Sport Services
▪ Provide Neighbourhood watch signs to every neighbourhood watch scheme	50 signs provided	Further 40 signs provided	Economic & Community Development Services
▪ Adopt a co-ordinated partnership approach to tackling anti-social	Agree partnership definition	Process 30 conference by March 2004 and 35	Economic & Community

behaviour (via Carlisle & Eden Crime & Disorder Partnership)	Appoint Anti-Social Behaviour Co-ordinator Run 20 case conferences by March 2003	by March 2005 Reduce reported incidents of Anti-social behaviour by March 2005	Development Services
<ul style="list-style-type: none"> The incorporation of community intelligence into the decision making process of the Crime & Disorder Partnership 	Discuss intelligence at all partnership meetings and pass onto relevant partners as appropriate	Review effectiveness of process by March 2004	Economic & Community Development Services
<ul style="list-style-type: none"> Produce a Partnership Media Action Plan for the Carlisle and Eden Crime & Disorder Partnership 	Agreed Action Plan by September 2002	Website and quarterly newsletter by June 2003	Economic & Community Development Services
<ul style="list-style-type: none"> Establish a Crime & Disorder Consultation and Review Forum 	Forum to meet before March 2003	Forum meets twice a year	Economic & Community Development Services
<ul style="list-style-type: none"> Pursue funding to install CCTV at all Neighbourhood shopping parades 	Resubmit application to Home Office by Dec 2002 Install 1 CCTV camera at Petteril Bank shopping parade	25% of targeted shopping parades to receive CCTV by March 2004 33% of targeted shopping parades to receive CCTV by March 2005	Commercial & Technical Services
<ul style="list-style-type: none"> Reduce the number of locations susceptible to criminal activity by reducing the amount of surplus land and property in the Council's portfolio 	Identify surplus land susceptible to crime by June 2002 Dispose of 5 identified sites	Dispose of 5 identified sites each year	Property Services
<ul style="list-style-type: none"> As a pilot project, investigate the installation of CCTV and improve lighting and highways on the Kingstown Industrial Estate 	Contact 100% of tenants on Kingstown Industrial Estate by December 2002 to establish need Involve at least 40% of these tenants in further consultation by March 2003	Ascertain funding and implement installation of a pilot operation on Kingstown Industrial Estate Improve the condition category of 10% of the portfolio on a year on year basis	Property Services in conjunction with Commercial & Technical Services
<ul style="list-style-type: none"> Tackle anti-social behaviour on council estates by partnership working with police and other agencies as appropriate. 	Develop role of a seconded police officer to post of tenancy enforcement assistant	Development of protocols with police, probation, social services, courts etc	Environmental Protection Services
<ul style="list-style-type: none"> Provide support for victims of crime and breaches of the tenancy agreement and adequate and suitable support for witnesses to events 	Develop a basket of support measures to sustain victims/witnesses	Implement agreed procedures for using in-house surveillance following resolution of	Economic & Community Development Services

	according to their particular circumstances by Dec 2002	RIPA issues	
▪ Provide and develop a mediation service to deal with low level but intractable neighbourhood problems	Launch pilot programme with ADR group. Review by January/February 2003		Environmental Protection Services

QUALITY OF LIFE OBJECTIVE:

CO 3 Tackle poverty & deprivation by ensuring regeneration is focused in areas of greatest need

KEY INDICATORS:	Year 1 Targets	Year 2/3 Targets	Responsibilities (Subject to Organisational Review)
Position in DTLR deprivation index	To be established		Economic & Community Development Services
PRIORITIES FOR ACTION:			
<ul style="list-style-type: none"> Implement the findings of the Best Value review on Regeneration 	Complete review by autumn 2002	Adopt a partnership based regeneration strategy by autumn 2003	Economic & Community Development Services
<ul style="list-style-type: none"> Implement strategy for neighbourhood regeneration as recommended in the Economic Development Best Value Inspection 	Clarify roles and responsibilities arising from Organisational Review by December 2002.	Establish programme for development of strategy including partnership arrangements by March 2003	Economic & Community Development Services
<ul style="list-style-type: none"> Implement the Rural Strategy adopted by Council in April 2002. 	First round of Action Plans reported in July 2002 Establish context for City Council role within Longtown MTI ¹ Action Plan by Autumn 2002.	Support implementation of Longtown MTI Action Plan Support development of MTI programme for Brampton	Economic & Community Development Services
<ul style="list-style-type: none"> With partners, continue to provide opportunities for individuals to access information and communications technology & associated training 	Continue to work with Carlisle College and others at the Brampton Business and Telecentre to deliver 'Learn Direct' and other training	Link the development of baseline access standards and the development of programmes to improve access to ICT to the development of the Carlisle Regeneration Strategy	Economic & Community Development Services
<ul style="list-style-type: none"> Support the work of the: Surestart Partnership 			
4.	Develop a playground		Economic &

¹ MTI = Market Town Initiative – a programme operated through the Countryside Agency

	<p>at Petteril Bank by October 2002</p> <p>New and enhanced childcare facilities and nursery provision at Botcherby, Harraby, Upperby and Currock by March 2003</p> <p>Support the development of a Parent's support group via the two year secondment of a council officer from Sept. 2002</p> <p>Develop links and partnerships with existing pre-school groups and networks through the Tullie House Education department</p>		Community Development Services
5. Longtown Market Towns Initiative	Complete action plan and appoint Regeneration Manager by June 2002	Target to be set pending the outcome of the Market Towns 'Health Check'	
6. Raffles SRB			Economic & Community Development Services
<ul style="list-style-type: none"> Target unfit private properties on an area basis (using the newly completed Local Housing Condition Survey) 		Target one private housing area (300-500 homes) by March 2004	Environmental Protection Services
<ul style="list-style-type: none"> To further support and develop the relationship with Parish Councils and the Carlisle Parish Councils Association and the development of Parish Planning (Plans) where appropriate(through the Countryside Agency's Vital Villages Initiative) 	<p>Support 1 pilot parish plan for Burgh by Sands</p> <p>Link six more parish councils to the Council IT network by March 2003</p>	<p>Support the development of 3 parish plans</p> <p>Review Parish Council's charter</p>	Planning Services & Economic & Community Development Services

Economic Prosperity

THE ISSUES:

To have strong, diverse and vibrant economy which encourages innovation, nurtures new businesses whilst supporting existing, traditional industries.

ACHIEVEMENTS LAST YEAR:

- Completion of Airport industrial estate with 5 new businesses established creating 25 new jobs
- Tullie House received over 277,000 visitors helping to support Carlisle's growing tourism business
- Continuous growth over the past six years of revenue into member venues of the Carlisle Conference Group from £6700.00 in 1996 / 97 to £126,700.00 in 2001 / 02
- In partnership with the private sector, the development of The Lanes Shopping Centre which is now 90% let, with the largest footfalls ever being recorded
- In partnership with the private sector Development of Kingmoor Park, a £20M scheme which has created 750 jobs since 1999
- Attracting private sector investment in the Airport resulting in raising it to Category 6 (CAA Standards) from Category 2
- The development of the Carlisle & Eden Local Strategic Partnership and its work on Foot & Mouth Recovery
- Facilitated the Botchergate Redevelopment Scheme
- Supported and sourced funding for programmes for new businesses and job sectors (Employment Alternatives)
- Upto 70 placements a year through the New Deal Voluntary Sector option for 18-24 year olds
- Supported city centre marketing initiatives through staff secondments and funding contributions

QUALITY OF LIFE OBJECTIVE:

EP 1 In partnership, develop, support and modernise the local economy

KEY INDICATORS	Year 1 Targets	Year 2/3 Targets	Responsibilities (Subject to Organisational Review)
• Increase in % of workforce employed in growth sectors	Ten year target to be agreed with partners by Dec 2002		Economic and Community Development Services
• Perceptions of business support infrastructure	Baseline information to be produced December 2002		Economic and Community Development Services

<ul style="list-style-type: none"> Increase in the % of businesses trading electronically 	Method of measurement and target to be agreed with partners by Dec 2002.		Economic and Community Development Services
<ul style="list-style-type: none"> Increase in visitors spend in Carlisle 	Maintain level of visitor income at 2001 'Steam' ² Report figure	Agree target with partners by Sept 2002 based on the 2002 'Steam' Report income figure	Economic and Community Development Services
PRIORITIES FOR ACTION			
<ul style="list-style-type: none"> Support the development of an Economic Prosperity Strategy in partnership with the Economic Forum 	Develop Action Plan by March 2003 via an Economic Prosperity Conference	Implement strategy	Economic and Community Development Services
<ul style="list-style-type: none"> Work with partners to promote and develop local growth sectors 	Identify local growth sectors by March 2003	Develop initiatives during 2003	Economic and Community Development Services
<ul style="list-style-type: none"> In partnership with Eden, South Lakeland seek to promote the economic potential of the M6 corridor 	Develop projects identify funding and agree actions during summer of 2002 Implement M6 corridor action plan from December 2002.		Economic and Community Development Services
<ul style="list-style-type: none"> Provide support to people looking to change employment 	Agree comprehensive programme of action for Carlisle district for March 2003	Programme to provide support to 150 participants beginning March 2003	Economic and Community Development Services
<ul style="list-style-type: none"> Establish whether the Council's land ownership policies support local investment and business development. 	Conduct a review of policy and recommend any changes by March 2003	Implement recommendations beginning 2003 - 04	Property Services and Head in conjunction with Economic and Community Development Services
<ul style="list-style-type: none"> Ensure that businesses have easy access to a quality business support network through working with Activ8 Business Solutions to promote the Business Link Brand 	Establish baseline information by March 2003 on business satisfaction with the support network and awareness of the Business Link brand	Increased business satisfaction with the support network and increased awareness of the Business Link brand based on specific targets to be set by partners by 2005	Economic and Community Development Services
<ul style="list-style-type: none"> Improve the co-ordination of information given to potential investors and local businesses, with specific 	Agree corporate way of working by Dec 2002	Roll out network concept to other estates during 2003	Economic and Community Development

² Steam = Scarborough Tourism Economic Assessment Model – used within the industry to measure tourism spending in a locality

reference to our council business tenants	With Business Link develop pilot network on Kingstown Industrial Estate and Kingmoor Park by summer 2002. Hold up to 3 Network meetings per year		Services in conjunction with Property Services
<ul style="list-style-type: none"> Lobby for connections to broadband ICT band width, developing specific projects for Longtown, Brampton & Dalston and other rural communities 	Lobby the NWDA and relevant private sector organisations during 2002-03	Achieve connection in one area per annum.	Economic and Community Development Services
<ul style="list-style-type: none"> Work with partner agencies, local businesses, etc., to promote business uptake of broadband and e-commerce 	Recruit 4 'business champions' by December 2002.	Increase number of businesses trading online (using SBS targets to be agreed in 2003)	Economic and Community Development Services
<ul style="list-style-type: none"> Support Carlisle Conference Group in the development of Carlisle as a major destination for the conference, meetings and events industry. 	Maintain an enquiry to booking ratio of at least 60%	Increase revenues into member venues on the basis of annual targets agreed by the Carlisle Conference Group	Economic and Community Development Services
<ul style="list-style-type: none"> Enhance the economic and environmental well-being of the City Centre and support the city centre marketing initiative in order to consolidate and promote the city centre's status as the area's commercial capital 	Maintain levels of footfall for the City Centre [as measured in the Lanes] and turn-over levels [using data supplied by key retailers] for 2002-03 using April 2001 to March 2002 as a baseline	Agree targets for future years with partners by March 2003 using indicators adopted at year one.	Economic and Community Development Services
<ul style="list-style-type: none"> The stimulation of joint working and partnership approach with the local industry and other key bodies to promote the enhancement of the local tourism product. 	Review of the Carlisle Tourism Action Plan jointly with the Industry by March 2003	Sustain 'Carlisle Tourism' partnership with the industry and promote on-going review of the Tourism Action Plan	Economic and Community Development Services
<ul style="list-style-type: none"> Develop and promote tourism initiatives with relevant key partners (e.g. Eden D.C., Cumbria Tourist Board, local tourism industry, Western Lakes Tourism Initiative, Solway Rural Initiative, Hadrian's Wall Tourism Partnership, English Heritage and others) to capitalise on the special natural history and heritage qualities of the area 	Establish relevant partnerships and formulate proposals for the development of key initiatives which will be of national significance by March 2003	Implementation of three key initiatives <ul style="list-style-type: none"> Opening of the Eden Valley circular cycleway by summer 2002 North Cumbria Heritage Tourist Trail in place for 2003 season Development of King Arthur Trail 	Economic and Community Development Services

		2003/04	
<ul style="list-style-type: none"> Provision of quality tourism information service through one flagship TIC and two Seasonal TIC's 	Maintain user numbers compared with March 2001 – April 2002	Undertake annual review of usage and operation of TICs	Economic and Community Development Services
<ul style="list-style-type: none"> Establish an asset investment fund for economic assets 	Obtain capital from the disposal of surplus assets, 50% of which will be reinvested into the property portfolio	Direct reinvestment of up to £250,000 each year	Property Services
<ul style="list-style-type: none"> Investigate and develop ways to use the Council's property assets to support regeneration, economic development and other objectives in the corporate plan 	Identify assets in key areas by December 2002 and link to opportunities in relevant Action Plans and Regeneration Strategies [e.g.. City Centre, Longtown MTI Action Plan]	Prepare to implement projects where Council owned property can be used to achieve Action Plan outcomes	Property Services in conjunction with Economic and Community Development Services
<ul style="list-style-type: none"> Review the Council's economic and financial aims for property in one consistent policy expression 	Prepare draft policy for consultation March 2003	Adopt policy if approved - June 2003	Property Services
<ul style="list-style-type: none"> Implement new criteria for decisions on whether to dispose of surplus property assets 	Prepare marketing of land according to new disposal procedures by December 2002	Achieve at least £500,000 per year from the disposal of surplus assets in each financial year from April 2003 – March 2006	Property Services
<ul style="list-style-type: none"> Implement the new investment fund for Council owned and economic development assets to support a strong economy after the asset review is completed. 	Invest in a new database and asset enhancements by 2003 at the sum allocated of £100,000.	Invest capital on the Council's industrial estates and buildings year on year at a rate to be agreed once the asset review is completed.	Property Services

QUALITY OF LIFE OBJECTIVE:**EP 2 In partnership, develop and retain skills in the Carlisle area**

KEY INDICATORS:	Year 1 Targets	Year 2/3 Targets	Responsibilities (Subject to Organisational Review)
<ul style="list-style-type: none"> Increase in % of residents with higher level qualifications (first degree) 	Establish baseline with partners and agree target over 5 –10 year time-scale by December 2002		Economic and Community Development Services
<ul style="list-style-type: none"> Increase in the % of local College leavers who find jobs locally 	Establish baseline, agree definitions and targets with Education Sector by December 2002	With partners, review programmes to support local recruitment of College leavers in the light of agreed targets.	Economic and Community Development Services
<ul style="list-style-type: none"> Annual % of leavers from New Deal 18 – 24 Voluntary Sector programme for Carlisle and Eden obtaining jobs 	<p>To improve the number of leavers into jobs by 2% over the 56% achieved in 2001-02 [annual contract target is 40%]</p> <p>To maintain the 'low risk' provider assessment for performance in 2001-02 in the quality checks and quarterly reviews being introduced by Jobcentre Plus</p>	<p>Subject to re-tendering- to remain within the top performance quartile of Voluntary Sector providers in the N.W. Region [achieved in 2001-02]</p> <p>To continue to receive 'low risk' assessments in periodic reviews and inspections.</p>	Economic and Community Development Services
<ul style="list-style-type: none"> Increase in the number of VAT registered businesses per 10,000 adult population 	Agree targets with partners by Dec 2002 for a 5- 10 year time-scale using 1999 baseline figure of 25.9 VAT registrations per 10,000 adult population		Economic and Community Development Services
PRIORITIES FOR ACTION			
<ul style="list-style-type: none"> Support research into local demand for higher level skills and graduate retention 	Commission research in consultation with partners' by December 2002	Have evidence in place with which to influence policy and project development	Economic and Community Development Services
<ul style="list-style-type: none"> Support initiatives that promote closer links between education and business 	Working through the local Education Business Partnership, develop initiatives to promote graduate employment and retention of local graduate talent by March 2003		Economic and Community Development Services
<ul style="list-style-type: none"> Ensure that Carlisle's environmental and social infrastructure meets the needs of students and young 	Identify concerns re: Carlisle's infrastructure via consultation by December 2002	Use outcomes from consultation to review mainstream provision.	Economic and Community Development Services

employees			
<ul style="list-style-type: none"> With voluntary sector partners, continue to deliver the 18-24 New Deal Voluntary Sector option in the Carlisle & Eden Districts 	<p>Meet annual targets set by the JobCentre Plus contract of 40% of leavers into jobs</p> <p>Maintain 'low risk' provider status achieved in review of contract performance in 2001-02</p>	<p>Consider re-tendering for contract for 2003-06 subject to proposals from Jobcentre Plus</p>	Economic and Community Development Services
<ul style="list-style-type: none"> Support initiatives to encourage entrepreneurship, the formation of new businesses and an understanding of business culture 	<p>Undertake a review by December 2002 with partners to ensure that is clarity locally in the advice and support [packages that are available for business</p> <p>Support the Small Business Service in their research to gauge perceptions of business support by March 2003</p> <p>Support 2 events, offer support through Young Enterprise panel membership and mentoring scheme</p>	<p>Progress made towards improving the rate of business start ups (using treasury figures) as recommended in the Economic Development Best Value Inspection</p>	Economic and Community Development Services
<ul style="list-style-type: none"> As an employer retain a base of key manual skills within the area 	<p>To employ five young people on apprenticeship or other approved training schemes by March</p>		Commercial & Technical Services

Health & Well Being

THE ISSUES:

Developing an excellent quality of life for all was seen as essential in the Vision for Carlisle. This council aims to contribute to this theme by promoting healthy lifestyles, good diet and regular exercise and supporting access to excellent healthcare at a local level.

ACHIEVEMENTS LAST YEAR:

- One of two authorities in the North West to receive a 'good' rating for our Housing Strategy
- Provided energy efficiency advice to 14,000 households and part funded a variety of measures including loft insulation in 1,261 homes
- Developed a 'fitness on prescription' programme
- Supported the development of Farmers' Markets
- Implemented planning policies to retain and prevent loss of open spaces and playing fields
- Helped to establish the Carlisle Local Health Group
- Developed with partners, including the Health Action Zone and community groups, three neighbourhood Food Co-ops

QUALITY OF LIFE OBJECTIVE:

HW 1 Promote healthy living & lifestyles

KEY INDICATORS:	Year 1 Targets	Year 2/3 Targets	Responsibilities (Subject to Organisational Review)
• % participating in leisure, sports & fitness activities primarily as a method of exercise	Survey to be undertaken by Dec 2002	Target to be set after survey completed	Culture, Leisure and Sport Services
• % of population who feel it is easy to access leisure, sports & fitness facilities if they want to	Survey to be undertaken by Dec 2002	Target to be set after survey completed	Culture, Leisure and Sport Services
• % of population who feel it is easy to access cultural activities if they want to	Survey to be undertaken by Dec 2002	Target to be set after survey completed	Culture, Leisure and Sport Services
• Improving standardised mortality rates	Targets to be set over 20 year period	Target to be set after survey completed	Environmental Protection Services
PRIORITIES FOR ACTION:			
• Support the development of a Health & Well-being Strategy in partnership with the Carlisle Local Health Group, including Primary Care Trusts	Develop an action plan by March 2003	Target initiatives on communities that are worst placed on the DTLR (2000) Index of Deprivation	Environmental Protection Services
• Develop a health profile of all 21 wards in the Carlisle district to target inequalities and improve health &	Carry out a health needs and health impact assessment in	Reduce the inequalities between the best and worst rated wards in the	Environmental Protection Services

wellbeing	all wards to determine actions/interventions by March 2003	district by a minimum of 10%	
<ul style="list-style-type: none"> Develop an inclusive Physical Activities Strategy for the Carlisle District 	Develop by April 2003	Implement community based activities programme on a priority need basis from April 2003	Environmental Protection Services in conjunction with Culture, Leisure and Sport Services
<ul style="list-style-type: none"> Develop closer working relationships with the PCT's and the Health Protection Agency in order to ensure Health Improvement in the Carlisle community 	Agree protocol and timetable of regular meetings		Environmental Protection Services
<ul style="list-style-type: none"> Develop a Clinical Interventions Strategy, as part of the Physical Activities Strategy, including the expansion of the GP 'Exercise on Prescription' programme 	Implement four clinical exercise programmes (cardiac and pulmonary rehabilitation, diabetes, osteoporosis, and balance and co-ordination) in conjunction with partners	Implement community based activities programme from April 2003 onwards	Culture, Leisure and Sport Services
<ul style="list-style-type: none"> Improve provision of recreational pitches, including football, cricket, rugby pitches 	Audit quality of provision and usage by April 2003	Produce and implement action plan by April 2004 in partnership with the Cumberland Local Football Partnership	Culture, Leisure and Sport Services
<ul style="list-style-type: none"> Provide advice and grants to promote energy efficiency 	Provide advice, and grants where appropriate to 10,000 household between April 2002 until March 2004		Environmental Protection Services
<ul style="list-style-type: none"> Develop a Fuel Poverty Strategy 	<p>Appoint an officer on a two year contract (FUNDED BY HEALTH ACTION ZONE) by August 2002</p> <p>Complete a mapping exercise of households in fuel poverty and submit a range of bids to utilities providers during 2003</p> <p>Develop local programme to address issues of fuel poverty</p>	Secure long term funding for the post by March 2004	Environmental Protection Services

	within local communities by Feb 2003		
	Improve liaison with health providers to improve communication to vulnerable clients by March 2003		
<ul style="list-style-type: none"> Provide and continuously improve playgrounds, which are vital for the well-being and healthy development of children 	Provide two new playgrounds or improve two existing ones which meet the N.P.F.A LEAP standards by March 2003		Culture, Leisure and Sport Services
<ul style="list-style-type: none"> Provide sufficient, affordable allotments to meet demand 	Ensure 95% occupancy of plots	Ensure 96% occupancy of plots	
<ul style="list-style-type: none"> Work towards the implementation of the community sports development plan 	Train 10 new sports coaches by March 2003	Establish or deliver 5 different sport activities using local residents in the three most deprived wards by March 2004 Implement a programme aimed at increasing provision in rural areas by March 2005	Culture, Leisure and Sports Services
<ul style="list-style-type: none"> As part of our responsibilities for Mourners' well-being, invest in improvements to facilities for mourners at the crematorium 	Consult on improvements	Implement by March 2004	Environmental Protection Services
<ul style="list-style-type: none"> Promote a healthy lifestyle programme within local communities 	Train 10 new people to deliver physical activity programmes by March 2003	Deliver a programme to promote healthy lifestyles in 3 most deprived wards by March 2004	Culture, Leisure and Sports Services
<ul style="list-style-type: none"> Work with schools to promote fitness at an early age in conjunction with the 'School Sports Co-ordinator programme' 	Establish programme by March 2003	70% of school aged young people participating in a minimum 2hrs physical activity per week	Culture, Leisure and Sports Services
<ul style="list-style-type: none"> Support other organisations, i.e Sports Clubs, with information & funding advice 	Attract £15,000 external funding for local organisations	Attract £25,000 external funding for local organisations by March 2004	Culture, Leisure and Sports Services
<ul style="list-style-type: none"> Promote the Council Leisure Card and seek to encourage other organisations 	To increase take up of the leisure card by 10%	Continue 10% increase per year	Culture, Leisure and Sports Services

to participate	a year for three years		
<ul style="list-style-type: none"> Review sports & leisure provision at a local level and provide advice and support 	Undertake review by March 2003		Culture, Leisure and Sports Services
<ul style="list-style-type: none"> Train more sports & leisure trainers 	Establish programme by October 2002	Train 30 new deliverers by March 2004	Culture, Leisure and Sports Services
<ul style="list-style-type: none"> Organise courses for healthy eating and support Food Coops. 	Target 2 areas for healthy eating courses: Longtown and Denton Holme Target 2 areas for the development of Food Coops: Longtown and Currock	Review courses and food programme by March 2004	Economic & Community Development Services
<ul style="list-style-type: none"> Support Prism arts programme of work with people with special needs and disabilities 	Establish a performing arts group for young adults with learning difficulties by March 2003		Culture, Leisure and Sports Services
<ul style="list-style-type: none"> Support the development of Cumbria Arts and Health Steering Group 	Develop an Arts in Health strategy for Cumbria by March 2003	Implementation of an Arts in Health strategy for Cumbria by March 2004	Culture, Leisure and Sports Services
<ul style="list-style-type: none"> Support the development of the Cumberland Infirmary Arts Steering Group 	Provide officer support for the management of the arts programme for the staff and patients of Cumberland Infirmary by March 2003		Culture, Leisure and Sports Services
<ul style="list-style-type: none"> Review access to culture via museums arts development & places of interest 		Undertake a review by March 2004	Culture, Leisure and Sports Services

QUALITY OF LIFE OBJECTIVE:**HW 2 Co-ordinate a strategic approach to housing**

KEY INDICATORS:	Year 1 Targets	Year 2/3 Targets	Responsibilities (Subject to Organisational Review)
• % rent collected	97.4	97.9 by March 2005	Housing Services
• % rent lost through dwellings becoming vacant	7	5 by March 2005	Housing Services
• % change in proportion of houses that were non decent at 1 April 2002 & subsequently improved	To upgrade system & set target based upon current level.		Environmental Protection Services
• % responsive repairs undertaken for which an appointment was made and kept	99.9	100% by March 2004	Housing Services
• The average length of stay in hostel accommodation	4 weeks	3 weeks by March 2005	Environmental Protection Services
• % of unfit private sector dwellings made fit or demolished as a direct result of action by the local authority	2	2	Environmental Protection Services
• % of private sector dwellings that are returned into occupation or demolished	1	1	Environmental Protection Services
PRIORITIES For Action:			
• Subject to the decisions of tenants in a ballot, if Housing Stock Transfer takes place the Council will seek to transfer under the TUPE regulations all affected staff.	Housing Staff – December 2002	DSO Staff – September 2003 Other affected staff March 2004	Corporate Management Team
• Hostels - to review the existing support given to Housing Associations and to look at the Council's Hostels with a view to examining dispersed provision.	March 2003		Environmental Protection Services
• Develop a range of independent living options, utilising Supporting People resources	Map needs of vulnerable people seeking supported accommodation and report to the executive in July 2002 Implement a resettlement/outreach service from autumn 2002 onwards		Environmental Protection Services

<ul style="list-style-type: none"> Develop a robust process for dealing with homelessness cases 	Develop a strategy for the Carlisle district as part of a comprehensive county wide strategy by July 2003	Implement a range of initiatives identified as part of the Best Value Review	Environmental Protection Services
<ul style="list-style-type: none"> Ensure multiple occupation houses (HMO) meet legal standards of safety etc 	Identify all HMO's and inspect 100%	Inspect 100% per annum	Environmental Protection Services
<ul style="list-style-type: none"> Produce a register of all privately rented accommodation in order to inspect & improve standards where necessary 		By March 2005	Environmental Protection Services
<ul style="list-style-type: none"> Pursue the Harold Street repair scheme 	Complete final phase by March 2003		Environmental Protection Services
<ul style="list-style-type: none"> Address the implications of the Regulatory Reform Order which moves away from grants to equity release and loans 		Action Plan by June 2003 and implement by March 2004	Environmental Protection Services
<ul style="list-style-type: none"> Ensure that the the Authority's low income residents receive their full entitlement to Housing and Council Tax Benefit within the Council Customer Contact Policy Targeting via educating landlords, task group participation, etc to identify households with special needs. 	Identify 1,000 special needs households qualifying for the transitional housing benefit scheme.		
<ul style="list-style-type: none"> Support the work of Care & Repair 	Review awareness of the work of Care & Repair by March 2003	Ensure 100% of those eligible (elderly and disadvantage) can access home repair and renewal grants	Environmental Protection Services

QUALITY OF LIFE OBJECTIVE:

HW 3 Fulfil our statutory requirements for Environmental Health

KEY INDICATOR:	Year 1 Targets	Year 2/3 Targets	Responsibilities (Subject to Organisational Review)
<ul style="list-style-type: none"> Submit annual returns to Food Standards Agency, Health & Safety Executive & Energy Saving Trust and meet appropriate targets within returns 	By March 2003	Annual	Environmental Protection Services
PRIORITIES FOR ACTION:			
<ul style="list-style-type: none"> Improve standards at food premises 	Inspect 85% of all food premises when due	Improve average risk rating by 5% over three years	Environmental Protection Services
<ul style="list-style-type: none"> Promote domestic food safety 	Participate in National Food Safety Week by holding a public event to raise awareness of home food safety	Develop a Healthy Eating Award Scheme for local retailers by March 2003	Environmental Protection Services

Infrastructure Environment & Transport

THE ISSUES:

This theme is about achieving a balance between the need to have an effective transport system, modern road and rail network and good access in and around the City against the need to protect and enhance our environment and reduce wasted resources.

ACHIEVEMENTS LAST YEAR:

- Developed a Kerbside Recycling Initiative in partnership with Eden District Council
- Continue to implement a statutory Local Plan to guide sustainable development
- Imaginative environmental enhancement of brownfield site at Kingmoor Park
- Provided signalised junction to reduce congestion and improved access for businesses into Kingmoor Park and Kingstown in partnership with the County Council
- Developed the Irishgate Bridge to link the Castle to the City Centre
- Introduced a successful Residents Parking Scheme in the Botchergate, and Stanwix areas in 2001

QUALITY OF LIFE OBJECTIVE:

IET 1 Promote and Maintain a sustainable environment

KEY INDICATORS	Year 1 Targets	Year 2/3 Targets	Responsibilities (Subject to Organisational Review)
<ul style="list-style-type: none"> • % of total tonnage of household waste which have been: a) Recycled b) sent for composting 	12 8	13 14 by March 2005	Environmental Protection Services
<ul style="list-style-type: none"> • Number of kilograms of household waste collected per head 	102	90 by March 2005	Environmental Protection Services
<ul style="list-style-type: none"> • % population resident in the authority's area served by a kerbside collection of recyclables 	80	95 by March 2005	Environmental Protection Services
<ul style="list-style-type: none"> • Cost of waste collection per household 	£20.18*	£20.89*	Environmental Protection Services * Estimate prior to financial outturn
<ul style="list-style-type: none"> • % new homes built on previously developed land 	40	50 by March 2005	Environmental Protection Services
<ul style="list-style-type: none"> • Levels of carbon dioxide omissions reduced 	2.1	2.1	Environmental Protection Services
PRIORITIES FOR ACTION:			
In partnership with the Transport Steering Group and Environment Forum, develop an IET Strategy which integrates the three	Action Plan completed by March 2003	Implement strategy	Environmental Protection Services in conjunction with

elements			Commercial and Technical Services
Attract new members onto the Environment Forum	Ensure all relevant agencies and groups are participating in the Environment Forum by March 2003	Increase active membership by 10% by March 2004	Environmental Protection Services
Through the Environment Forum and Business Environment Network, seek opportunities to encourage sustainable management practices in local businesses	Hold an annual business awards ceremony to encourage sustainable practices	Re-launch the accreditation scheme for local businesses in April 2003	Environmental Protection Services
To review and register contaminated land	To review 50% of potentially contaminated land by March 2003	To complete review by March 2004	Environmental Protection Services
Support the development of the role of East Cumbria Countryside Project in ensuring that our environment is high quality, bio-diverse and an economic and cultural asset	Implement 5 management schemes which contribute to the achievement of Cumbria's bio-diversity action plan targets by March 2003	Implement 8 schemes by 2004 and 10 schemes in 2005	Culture, Leisure and Sports Services
Develop and support a public arts programme	Develop a register of existing public art in Carlisle and District and set up a public arts steering arts group.		Culture, Leisure and Sports Services
Provide safe, clean parks and open spaces maintained to a high standard and ensure the City Centre is attractive for residents and tourists alike	Aimed to be Britain in Bloom winner Achieve Green Flag status for Bitts Park Prepare management plans for each of the major parks in Carlisle Aim for 92% of park users who feel safe 79% of public who feel standards are good to excellent	Maintain Status for Bitts Park & achieve green flag status for Hammonds Pond by March 2005 Aim for 93% of park users who feel safe 80% of public who feel standards are good to excellent	Culture, Leisure and Sports Services in conjunction with Commercial & Technical Services
Provide informal countryside recreation balanced with sound habitat management, the interpretation of the natural environment and to increase community awareness	18 events organised 82% satisfaction with countryside section	Percentage of people whose level of awareness increased as a result of involvement within the Countryside	Culture, Leisure and Sports Services

	<p>service</p> <p>No of volunteer conservation days: 55</p> <p>Percentage of people whose level of awareness increased as a result of involvement within the Countryside Section: 70%</p> <p>East Cumbria Countryside Project to improve the public's understanding and appreciation of Carlisle's natural resources via 120 workshops delivered per annum</p>	<p>Section 2003/04: 75%</p> <p>2004/05: 80%</p>	
Develop the local plan in accordance with the priorities contained within the City Vision to ensure the sustainable development of Carlisle District	Develop the issues paper by Nov 2002	<p>By March 2004:</p> <p>Place local plan 'on deposit' and consult upon it</p> <p>Hold a local plan enquiry and review objection</p>	Planning Services
To increase recycling rates to meet the government's targets in the Waste Strategy 2000 (BV82)	<p>Pilot greenbox scheme to 15,000 households for dry recyclables funded by landfill tax credit scheme</p> <p>A further 15,000 households to pilot a garden waste recycling scheme funded by landfill tax credit scheme</p> <p>Bid to Central government for extension to recycling scheme in 2002</p> <p>Recycle 20% of all household waste by</p>	<p>Decide future direction of waste management and the potential for joint service provision with Eden District Council and other partners by March 2005</p> <p>Recycle 27% (inc. composting) of all household waste by March 2005</p>	Environmental Protection Services in conjunction with Commercial & Technical Services

	March 2003		
<ul style="list-style-type: none">Meet our targets for Co2 emissions under the Home Energy Conservation Act (BV63)	Establish actual emissions in tonnes per square metre per year and set targets for reduction in accordance with DTLR	Agree set targets on a year on year basis	Environmental Protection Services

QUALITY OF LIFE OBJECTIVE:

IET 2 Promote good access and transportation in and around the City area

KEY INDICATORS	Year 1 Targets	Year 2/3 Targets	Responsibility (Subject to Organisational Review)
<ul style="list-style-type: none"> How easy is it for you to get to the following using your usual form of transport? a) corner shop b) supermarket c) post office d) doctor e) local hospital f) public transport facility g) recycling facility h) leisure facilities 	To undertake survey & establish targets		Commercial and Technical Services
<ul style="list-style-type: none"> % of respondents who feel that the local infrastructure meets their needs 	To undertake survey & establish targets		Commercial and Technical Services
PRIORITIES FOR ACTION:			
<ul style="list-style-type: none"> In partnership, support the Highways Authority in the delivery of the five year local transport plan including: Improved signage for all car parks 		100% of council car parks to have vehicle detection loops installed linked to variable message signage on highways by March 2004	Commercial and Technical Services
<ul style="list-style-type: none"> Improved facilities at bus stops 	Improve 10 bus shelter areas by March 2003	Improve 15 bus shelter areas by March 2004	Commercial and Technical Services
<ul style="list-style-type: none"> Improve City Centre directional signage to major facilities in partnership 	Identify improvements required with the City Vision Partnership by March 2003	Identify sources of funding by March 2004 Implement any initiatives based upon funding by March 2005	Commercial and Technical Services

<ul style="list-style-type: none"> In partnership, deliver the Northern Development Route for Carlisle 		Commence construction by March 2004 (Completion by March 2006)	Commercial and Technical Services
<ul style="list-style-type: none"> Ensure all Council Car Parks are affordable & meet the Secure by Design Criteria 	Seven car parks to be awarded Secure by Design criteria by March 2003	100% of car parks to meet Secure by Design criteria by March 2004	Commercial and Technical Services
<ul style="list-style-type: none"> Support or develop innovative transport solutions for our rural communities e.g dial a bus 	Review best practice in this area and identify how the council can support on-going work in this area by March 2003	Implement results as part of the Carlisle IET Strategy in association with the Local Transport Plan	Commercial and Technical Services
<ul style="list-style-type: none"> Improve the cycle path network in Carlisle 	Develop options and funding opportunities for cycle network enhancement by March 2003	Implement two enhancements scheme per annum: <ul style="list-style-type: none"> Cummersdale ramp Enhancement of Holmehead to Currock cycleway by March 2004 	Commercial and Technical Services
<ul style="list-style-type: none"> Work with the Highway Authority and partners to investigate the feasibility of a Park & Ride in Carlisle 	Investigate as part of the review of the Council's Parking Strategy by Sept 2002		Commercial and Technical Services

Celebrating Carlisle

THE ISSUES:

We can be justly proud of Carlisle's heritage spanning two thousand years. This theme is about celebrating what makes Carlisle a great City. We need to put Carlisle 'on the map', celebrate our uniqueness and raise our profile locally, nationally and internationally.

ACHIEVEMENTS LAST YEAR:

- In partnership with the Council's property owning partners, publication of a City Centre Shopping guide
- Developed a City Marketing Forum
- Supported the work of [Think@Carlisle](#)
- Developed a Historic Building Grant Scheme for Historic Buildings in Carlisle
- Developed in partnership with English Heritage, Heritage Economic Regeneration Schemes in both Carlisle and Longtown
- Contributed with partners to the preparation of Management Plans for:
 - Hadrian's Wall World Heritage Site
 - North Pennines and Solway Coast AONB
- Contributed to the successful Solway Firth Partnership and Solway Rural Initiative Schemes

QUALITY OF LIFE OBJECTIVE:

CC1 Improve Carlisle's Image locally, nationally and internationally

KEY INDICATOR:	Year 1 Targets	Year 2/3 Targets	Responsibility (Subject to Organisational Review)
▪ % people with positive perception of Carlisle, locally, nationally and internationally	Undertake survey then establish targets		Strategy & Performance Services
PRIORITIES FOR ACTION:			
▪ Develop a Celebrating Carlisle Strategy	Develop Action Plan by March 2003	Implement strategy	Strategy & Performance Services
▪ Review the visual impact of the "Gateways" including signage to the City	To Follow		Commercial and Technical Services
▪ Ensure Carlisle's identity is consistent across all sectors and in all areas	City Marketing Forum to develop and agree new branding by October 2002 Partners to use new branding from January 2003	Regional marketing campaign to raise branding awareness by August 2003 Outside region marketing campaign by May 2004	Strategy & Performance Services

		Survey for recognition of identity by July 2004	
<ul style="list-style-type: none"> Review town twinning arrangements 	Undertake review of town twinning (recognising established, external international links) by March 2003	Implement review findings (subject to resource requirements)	Corporate Management Team

QUALITY OF LIFE OBJECTIVE:

CC2 Have cultural and educational facilities of a high standard

KEY INDICATOR:	Year 1 Targets	Year 2/3 Targets	Responsibility (Subject to Organisational Review)
<ul style="list-style-type: none"> % respondents satisfied with standards of facilities: <ul style="list-style-type: none"> a) Cultural b) Educational 	Surveys to be undertaken and targets established by March 2003		Culture, Leisure and Sports Services
<ul style="list-style-type: none"> Number of visits to museums per 1,000 population 	2500	2550 during 2003/04	Culture, Leisure and Sports Services
<ul style="list-style-type: none"> Level of investment in museums & cultural sector 	Ascertain baseline measures		Culture, Leisure and Sports Services
PRIORITIES FOR ACTION:			
<ul style="list-style-type: none"> Review in partnership the creation of a dedicated theatre and art facility in the Carlisle City Area 	Consult City Vision partnership by Christmas 2002	Identify funding sources and potential locations by Christmas 2003	Property Services
<ul style="list-style-type: none"> Work with F.E and H.E institutions to identify their future requirements 	Identify action plan		Economic and Community Development Services in conjunction with Property Services
<ul style="list-style-type: none"> Develop a Cultural Strategy to capitalise on its location, role and border function including a strategy for events and festivals consistent with the County's Cultural Strategy. 	Develop and Publish Strategy by Christmas 2002	Implementation in accordance with the recommendations of the strategy	Culture, Leisure and Sports Services
<ul style="list-style-type: none"> Improve the Sheepmount so as to provide a regionally important facility for athletics football and other outdoor sports 	Satisfy requirement of Sport England for a Stage 3 application grant application to finance improvements.	Yr 2 implement the changes Yr 3 Completion	Culture, Leisure and Sports Services

<ul style="list-style-type: none"> Improve the co-ordination re: delivery of informal and formal community learning programmes 	Facilitate the development of a Community Learning Forum by May 2002	Implement a revised programme of informal learning opportunities and community based courses	Economic and Community Development Services
<ul style="list-style-type: none"> Ensure council facilities comply with the standards set out in the disability discrimination act 	Implement additional funding of £180,000 to be invested into council assets	Ensure 80% of Council's buildings comply with disability Discrimination Act by March 2004	Property Services
<ul style="list-style-type: none"> Build on Carlisle's strengths as a sub regional centre for learning 	In partnership, review the development of a 'Learning City' and how this will be defined	Implement action plan	Economic and Community Development Services

QUALITY OF LIFE OBJECTIVE:**CC3 Make best use of our heritage and natural surroundings**

KEY INDICATORS:	Year 1 Targets	Year 2/3 Targets	Responsibility (Subject to Organisational Review)
• Visitor numbers to Carlisle	To Follow		Economic & Community Development Services
• % tourists who intend to return to Carlisle in future	To Follow		Economic & Community Development Services
PRIORITIES FOR ACTION:			
• Consider the expansion in use of the river frontage in the City area	Ascertain feasibility of Council owned assets by March 2003 in conjunction with Corporate Asset Review	Develop policy after review if recommendations are made by March 2004	Property Services
▪ Continue to provide financial and staffing contributions to Management Plans for the World Heritage Site and the AONB Management Plans	Implementation of the Hadrian's Wall World Heritage Site 2002-07 Management Plan Review local governance arrangements for management of the North Pennines AONB Establish a Joint Advisory Committee to improve local involvement in Management of the Solway Coast AONB. Prepare Action Plan by March 2003.	Review Management Plan by March 2004 Review of Management Plan by March 2004	Planning Services
▪ Encourage English Heritage to incorporate the area around the Castle and Castle Green etc	Make representation to English Heritage		Planning Services
▪ Seek funding to commission a feasibility study to develop additional collection storage facilities to accommodate millennium excavation archaeology, in partnership with	Commission feasibility study March 2003	Seek funding to progress capital project	Culture, Leisure and Sports Services

English Heritage and Cumbria County Council.			
<ul style="list-style-type: none"> Continue to provide grant aid etc 	Assist the removal of one Building from the Building at Risk register and re-establish the conservation fund	Promote the removal of 1-2 buildings from the Buildings at Risk list per year	Planning Services
<ul style="list-style-type: none"> Continue to provide financial contributions to environment enhancement schemes, etc 	Year one funding incorporated into the Carlisle City HERS	Undertake one enhancement scheme per year.	Planning Services
<ul style="list-style-type: none"> Investigate the development of a Civic event calendar in consultation with the public and partners 	In partnership develop a co-ordinated programme of special events by Dec 2002	Implement revised programme	Economic and Community Development Services
<ul style="list-style-type: none"> Integrate our museums and galleries within Cumbria and the North West 	Secure the position of Tullie House as part of the Northwest regional museums hub in accordance with the central government timetable (as yet to be published) (Yr 1 and 2) Examine the management of Tullie House in the context of other Cumbrian museums		Culture, Leisure and Sports Services

COUNCIL MANAGEMENT OBJECTIVE:**CM 1 To ensure that the Council provides sound corporate governance****THE ISSUES**

Corporate Governance is the system by which local authorities direct and control their functions and relate to their communities. This will be achieved through clear leadership, informed decision making and robust scrutiny. To facilitate this the City Council has reformed its decision taking procedures in line with Government legislation and guidance. These processes will be supported and guided by the vision and values set out at the beginning of this plan and the remaining council management objectives.

ACHIEVEMENTS LAST YEAR:

- New political Structures implemented September 2001
- Creation of dedicated Officer resource for Overview & Scrutiny

KEY INDICATOR:	YEAR 1 TARGETS	YEAR 2/3 TARGETS	RESPONSIBILITIES (Subject to Organisational Review)
To achieve striving score or equivalent for corporate assessment as part of CPA		Achieve in 2003/04	Strategy & Performance Services
To develop a risk-based approach to service planning and delivery	Undertake a Strategic risk assessment to prioritise key risks and the implementation of an improvement programme to enhance controls June 2003		Financial Services
PRIORITIES FOR ACTION:			
• Ensure that the Authority is prepared to undertake CPA Self Assessment	To undertake CPA Self Assessment by Dec 2002		Strategy & Performance Services
• To produce a 3 year Corporate Plan	Annual review and action plan by March 2003	Update plan by June 2004	Strategy & Performance Services
• To ensure that the Council has efficient and effective decision making processes informed by relevant information and consultation	To monitor the operation of the constitution to ensure that the aims and principles of the constitution are given full effect by March 2003 Ensure the City Council and all parish councils	Review of constitution by March 2004	Legal and Democratic Services

	within the district develop a code of conduct by March 2003		
<ul style="list-style-type: none"> To review the operation of Overview & Scrutiny 	Annual report on work programme and operational requirements by March 2003	Annual Report	Member and Employee Services
<ul style="list-style-type: none"> To review and develop the Council's role in external scrutiny 	Plan for the legislative requirements for the Overview and Scrutiny of Health by March 2003		Member and Employee Services

COUNCIL MANAGEMENT OBJECTIVE:

CM 2 To provide an effective, well-managed organisation with good staff morale and excellent communications

THE ISSUES:

Organisational Review - The Council is undertaking a fundamental review of its organisation and structure in response to the modernising agenda, issues raised by Best Value examination of the Council's organisation and to provide the framework within which to manage the consequential change resulting from potential housing stock transfer and potential changes in the method of operation of Leisuretime. The Review seeks continuous improvement in the management of the Council and for the approach to be more corporate, strategic and planned. The principles include the introduction of strategic senior managers to direct, co-ordinate and support partnership and collaborative working and to focus service delivery and improvement through a number of Heads of Service with responsibility for professional services. The aim is to make sure the Council has the staff resources available where needed to deliver the corporate objectives and priorities to deliver this Corporate Plan. The Review will be complete by December 2002 or earlier and substantially in place by April 2003. In the preparation of this plan the responsibilities and accountabilities have been shown on the basis of the proposals within the organisational structure currently the subject of consultation.

It has been recognised by both members and staff that **good external and internal communications** are vital if the City Council is to succeed in its aim to be a top performing local authority. The authority has in place a training improvement review system and has Investor in People status, however the message is clear, we have to build upon these initiatives in order to succeed.

ACHIEVEMENTS LAST YEAR:

- Commenced the organisational best value review
- Established an staff communications consultative group

KEY INDICATORS:	YEAR 1 TARGETS	YEAR 2/3 TARGETS	RESPONSIBILITY (Subject to Organisational Review)
% staff satisfied with internal communications	65% by March 2003	76% by March 2005	Strategy & Performance Services
Number of working days/shifts lost due to sickness absence	11 days	6.8 days by March 2005	Member and Employee Services
Retain IIP status		To be assessed in 2003/04	
PRIORITIES FOR ACTION:			
• To review the structure and culture of	Best Value Review	Implementation of	Strategy &

the City Council	completed December 2002	Action Plan commenced	Performance Services
<ul style="list-style-type: none"> Encourage the empowerment of staff to the most practicable level. 	Implement Organisational Development Programme Summer 2002		Member and Employee Services
<ul style="list-style-type: none"> To continue to explore and develop effective methods of communication 	<p>Issue staff newsletter July 2002</p> <p>Investigate creation of staff panel by July 2002</p> <p>Restructure current 'public folder' system to make more accessible & user friendly by August 2002</p> <p>Ensure all staff have access to electronic communications by February 2003</p> <p>Develop new protocols for use of internal electronic systems Eg e-mail by August 2002</p> <p>Investigate possibility of staff common room by July 2002</p> <p>Develop communications training & trial with all existing staff by Jan 2003</p>	<p>Produce 6 times per annum</p> <p>Devise survey to determine readership numbers and satisfaction by August 2003</p> <p>Ensure all new staff undertake as part of induction package from April 2003</p>	Strategy & Performance Services
<ul style="list-style-type: none"> To develop an effective management development programme 	100% of business unit managers embark on development programme	100% of managers through programme	Member and Employee Services
<ul style="list-style-type: none"> Promote the value of sound project management and risk management principles 	Identify a lead officer to advise on project management by March 2003	All projects subject to new project management regime by March 2004	Strategy & Performance Services

COUNCIL MANAGEMENT OBJECTIVE:

CM 3 To develop our community planning process to ensure it addresses the aspirations and needs of our local communities

THE ISSUES:

The Local Government Act 2000 outlines the Council's key role as being that of Community Leader. It describes the need for the Council as community leader to develop a community planning process that is inclusive and in conjunction with the public, private, voluntary and community sectors and members of the public. This Council has embraced effective community planning through Carlisle City Vision.

ACHIEVEMENTS LAST YEAR:

- We have consulted widely and involved the hard to reach groups in developing the Vision
- We have developed a City Vision Partnership
- We held a City Vision Conference in June 2001 to shape the Vision with a wide range of organisations from throughout the City
- The City Vision Partnership has completed phase one - developing a Vision for Carlisle

KEY INDICATOR:	YEAR 1 TARGETS	YEAR 2/3 TARGETS	RESPONSIBILITY (Subject to Organisational Review)
<ul style="list-style-type: none"> • % of respondents who felt they were part of the City of Carlisle 	To undertake survey by December 2002	Target to be decided after survey	Corporate Management Team
PRIORITIES FOR ACTION:			
<ul style="list-style-type: none"> • Support the development of five thematic delivery strategies 	Develop action plans by March 2003	Implement and monitor progress on a bi-annual basis	Co-ordinated by Strategy & Performance Services
<ul style="list-style-type: none"> • Undertake a partnership mapping exercise 	Complete mapping and circulate cd-rom database to partners by July 2002		Strategy & Performance Services
<ul style="list-style-type: none"> • Identify support and resources required to develop the five thematic City Vision strategies and draw up proposals for support for each delivery/development partnership 	Complete by August 2002		Co-ordinated by Strategy & Performance Services
<ul style="list-style-type: none"> • Develop joint community planning priorities within the Local Strategic Partnership 	Agree joint priorities by December 2002	Develop joint action plan during 2003/04	Co-ordinated by Strategy & Performance Services

COUNCIL MANAGEMENT OBJECTIVE

CM 4 To reinvigorate democracy and improve voter turn-out at elections

THE ISSUES:

The Local Government Act 2000 places an obligation on the Council to introduce changes in the way in which it operates by introducing new structures to demonstrate that it is both efficient, transparent and accountable in the way in which it takes decisions. In addition, national and local government are addressing the decline in voter turn-out at elections by piloting innovative electronic means and re-invigorating interest in local democracy through 'Citizenship' work in schools.

ACHIEVEMENTS LAST YEAR:

- Working with schools to develop a Citizenship Package; holding mock council debates, mayoral visits to schools & colleges
- Having a series of high profile events promoting involvement in decision making during **Local Democracy Week 2001**
- Distributing packs and making presentations to young people reaching voting age on their rights as voters and on democracy generally
- Supporting and developing the City Council Citizens Panel and making changes to services as a result of their comments and views

KEY INDICATORS:	YEAR 1 TARGETS	YEAR 2/3 TARGETS	RESPONSIBILITY (Subject to Organisational Review)
• <i>Increase voter turnout</i>	31.7 (actual)	38% in May 2004	Legal and Democratic Services
• <i>% people who feel involved in decision-making in the city</i>	Undertake survey and establish targets		Legal and Democratic Services
PRIORITIES FOR ACTION:			
• Develop initiatives to make polling stations more appealing to encourage voters		Pilot in 2 wards (depending on pilot results) roll out to 10 in 2004	Strategy & Performance Services
• Marketing campaign to encourage voting		1 Campaign in April 2003 1 Campaign in April 2004, 1 in Sept 2004	Strategy & Performance Services
• Marketing campaign targeting First time voters		1 Campaign in April 2003 1 Campaign in April 2004, 1 Sept 2004	Strategy & Performance Services

• Develop the "Citizenship Package" with local schools	Trial packs with one primary and one secondary	Roll out to 100% of schools(dependent on trial)	Strategy & Performance Services
• Local events for Democracy week	4 events	5 events in 2003/4 6 events in 2004/5	Strategy & Performance Services
• Access committee Reports and papers Via internet	See objective CM9		Legal and Democratic Services
• Promote public involvement in council meetings	Trial themed Q&A Sessions at full November council Survey levels of satisfaction & participants involvement by November 2002	Include Q&A in other appropriate meetings from June 2003 (dependent on trial)	Strategy & Performance Services
• Broadcast meetings Via web cam	Trial with full council by March 2003	Include other meetings from June 2003 dependent on trial Include outside events from July 2004	Strategy & Performance Services
• Examine extending the Citizens Panel to incorporate more views of young people and other hard to reach groups	Undertake research into best practice by March 2003	To ensure the views of young people are appropriately represented in decision making	Strategy & Performance Services

COUNCIL MANAGEMENT OBJECTIVE:**CM 5 To ensure our services are focussed on our customers' needs****THE ISSUES:**

We are committed to providing services that are focused on the needs of our customers – services which are flexible, prompt and accessible to all.

ACHIEVEMENTS LAST YEAR:

- Undertaken a series of consultation exercises about the current service
- Commenced a Customer Contact Best Value Review
- Produced a new customer contact policy

KEY INDICATORS:	YEAR 1 TARGETS	YEAR 2/3 TARGETS	RESPONSIBILITY (Subject to Organisational Review)
• <i>% customers with increased levels of satisfaction from customer contact service</i>		90% by March 2004	Customer and Information Services
• <i>Average time taken to process benefit claims (in days)</i>			Revenues and Benefits Services
a) <i>New claims</i>	46	36 by March 2005	
b) <i>changes of circumstance</i>	16	9 by March 2005	
c) <i>%renewal claims processed on time</i>	75	83 by March 2005	
PRIORITIES FOR ACTION:			
• Set up a Unit dedicated to manage and operate customer services	By March 2003		Corporate Management Team
• Implement new customer care systems, particularly a Customer Relationship Management (CRM) system		By March 2004	Customer and Information Services
• Provide a centralised, attractive customer contact centre for all services		Customer Contact Centre completed Summer 2004 4 out of 10 enquiries to be answered at first point of contact by Summer 2004 6 out of 10 enquiries answered at first point of contact by March 2005	Customer and Information Services

<ul style="list-style-type: none"> Provide electronic access for all services 	(see objective CM9)		Customer and Information Services
<ul style="list-style-type: none"> Extend the hours of customer service to outside office hours 	Trial Thursday evening and Saturday morning opening hours by March 2004	Provide 24 hours electronic access by March 2005	Customer and Information Services
<ul style="list-style-type: none"> Include a provision to include partner information through a one stop shop 		<p>Phase one: Customer Contact Centre to include information from tourist information, Tullie House, Sands Centre by Summer 2003</p> <p>Phase two: to include information from Community Centres, district councils, county council etc.</p>	Customer and Information Services
<ul style="list-style-type: none"> Implement Customer Care Policy 	Implement by March 2003		Customer and Information Services
<ul style="list-style-type: none"> Organise (and contribute to other Organisations) benefit take up campaigns in ensuring all welfare benefits available are widely advertised. by targeting pensioners with modest capital that might qualify for housing benefit assistance 	To increase the % of Carlisle's 21,100 pensioners applying for housing benefit from 3,200 (15%) to 3,500 (16.5%).		
<ul style="list-style-type: none"> Seek to provide information on council services in conjunction with partner organisations 	Investigate the use of Information Points in Carlisle by March 2003		Customer and Information Services
<ul style="list-style-type: none"> Ensure that the Council's front line services are accessible outside normal hours , particularly for emergencies 	To respond to 95% of out of hours calls within 3 hours	As year one	Commercial and Technical Services

COUNCIL MANAGEMENT OBJECTIVE:

CM 6 To manage our performance for the community's benefit

THE ISSUES

The authority already has a system of performance management that links the performance of individuals, teams and departments to corporate objectives. Levels of performance are monitored, reviewed and reported to teams, senior managers, the Executive and relevant Overview and Scrutiny Committees to help us improve across the organisation. In 2001/02 a new corporate template was introduced for service planning to enable service and corporate objectives to be better integrated. The plans will be revised during 2002/03 by business units to ensure that they are able to deliver their contributions to this plan's objectives and priorities. Their contributions will help improve services and activities and meet the community needs and requirements. The improvements that will be made during 2002/03 will also contribute the Audit Commission's CPA of the authority. We are working towards being judged as a 'striving' council.

ACHIEVEMENTS LAST YEAR:

- New corporate service plan template introduced across the authority
- Revised Team Improvement Reviews to be more performance focused
- Introduced performance monitoring role of Overview & Scrutiny Committees

KEY INDICATORS:	YEAR 1 TARGETS	YEAR 2/3 TARGETS	RESPONSIBILITY (Subject to Organisational Review)
<ul style="list-style-type: none"> • <i>Ranking of council by Audit Commission in national performance assessment</i> 	Improve the average for national ranking performance within group of designated priority PIs by 10%	Achieve striving status in 2003/04	Strategy & Performance Services
PRIORITIES FOR ACTION:			
<ul style="list-style-type: none"> • Risk Management Process applied to corporate and service planning arrangements including major partnership projects 	All Business Plans to incorporate risk management assessment.	All Council activity to be covered by a risk management assessment including partnership projects	Financial Services
<ul style="list-style-type: none"> • Overview & Scrutiny committees to work with officers to identify and improve areas for improvement 	From June 2002		Strategy & Performance Services
<ul style="list-style-type: none"> • The introduction of a revised strategic performance framework to be fully implemented across the Authority 	October 2002		Strategy & Performance Services
<ul style="list-style-type: none"> • 3 year business planning for all services and activities and includes an appropriate range and mix of indicators 	March 2003	Annual	Strategy & Performance Services

<ul style="list-style-type: none">• Links are made between corporate priorities, service specific objectives and financial budgets.	March 2003	Annual	Strategy & Performance Services
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COUNCIL MANAGEMENT OBJECTIVE:

CM 7 To effectively manage our resources strategically through 3 year financial planning

We need to ensure that the council's resources are aligned with its objectives and to do this we will be developing a three-year financial strategy.

The Government also wishes to expand the opportunities available to local people for service delivery. That requires diversity amongst suppliers and in the way services are delivered. Each Council needs to make decisions on what to buy from the private sector and what to provide themselves, based on the costs and benefits of individual cases.

We do have a Procurement Strategy, but we need to ensure that it includes the strategic elements of procurement and that it continues to meet the needs of the authority and community. In addition, we need to make sure that procurement has a higher priority in the authority. For that reason, we will be giving a member of staff specific responsibility for developing procurement issues in the Council.

ACHIEVEMENTS LAST YEAR:

- Capital Strategy and Asset Management Plan rated as "Good" by the Government Office

KEY INDICATORS:	YEAR 1 TARGETS	YEAR 2/3 TARGETS	RESPONSIBILITIES (Subject to Organisational Review)
• Total net spending per head of population	£127.20	£137.10 (2004/2005)	Financial Services
• % Council tax collected	96.3	96.7 (March 2005)	Revenues and Benefits
• % Invoices for commercial goods and services which were paid by the authority within 30 days of receipt	100	100	Financial Services
PRIORITIES FOR ACTION:			
• Develop a 3 Year financial strategy reviewing patterns of expenditure across the Authority to seek to identify and reduce areas of regular over-budgeting	Complete review by December 2002	Change the financial ledger to provide more flexible financial information by 1 st April 2004	Financial Services
• Manage a robust fraud prevention, detection and deterrence regime in	Maintain Carlisle's position in the top quartile of Authorities in		

ensuring that benefit claimants receive their maximum entitlement (seeHW3) that the interests of the Council Taxpayers generally protected.	proactive fraud indicators such as the number of successful prosecutions of benefit fraud.		
<ul style="list-style-type: none"> Review the spend per head on leisure provision to ensure economy, effectiveness and efficiency and to seek alternative methods of provision and investment and improvement in the services. 	Full report on options available will be presented to the Council Meeting between August and December 2002		Corporate Management Team
<ul style="list-style-type: none"> To achieve commensurate reductions in the central support services consequent of any transfer of Housing, Leisure or DSO functions. 		To recover the current recharged cost to each business area by March 2004	Financial Services
<ul style="list-style-type: none"> For year 2003/04 to freeze estimates for supplies and services and to seek greater efficiencies in procurement and the best value budget. 			Commercial and Technical Services
<ul style="list-style-type: none"> To maximise the income potential of the space available in the Civic Centre should space become available in the next three years. 		100% of any letting space to be let by March 2005	Property Services
<ul style="list-style-type: none"> Review Fees and Charges 	1% over inflation Continually review all fees and charges	1% over inflation 2003/04	Financial Services
<ul style="list-style-type: none"> Bereavement Services: Accelerate the agreed policy position whereby the income matches the operational costs of the service 			Culture, Leisure and Sport Services
<ul style="list-style-type: none"> Review our approach to procurement 	Update Procurement Strategy with strategic procurement elements by August 2002. Add strategic procurement to Strategy & Performance Unit's responsibilities by March 2003. Review strategy yearly from April 2003, with particular focus on make or buy decisions	Train all relevant staff by December 2003. Set out robust procedures for large scale contracts by March 2004. Set out medium term plan of likely demand for procurement by December 2003. Engage with local market – continuous from April 2003	Strategy & Performance Services
<ul style="list-style-type: none"> Continue to develop and implement Capital Strategy and Asset Management Plan 	Spend £100,000 allocation in a corporate property database and other asset management initiatives according to District Audit advice	Use in a systematic way to analyse future Council and community needs, particularly to reduce Council property running costs	Property Services in conjunction with Financial Services

<ul style="list-style-type: none"> Instigate capital investment to ensure the sustainability of assets for both the Council and business stakeholders 		Obtain capital receipts from surplus sites, 50% of which to be directed into reinvestment	Property Services
<ul style="list-style-type: none"> Raise capital receipts to support Capital Strategy 	£500,000	£500,000 pa	Property Services
<ul style="list-style-type: none"> Ensure all Council property is assessed for suitability, sufficiency etc 	Establish and implement PI's according to Central Government guidelines	Monitor and improve performance, benchmarking with other similar organisations	Property Services
<ul style="list-style-type: none"> Maintain the fabric and worth of the City's property assets through a programme of asset maintenance 	Improve the condition category of 10% of the portfolio by March 2003	Improve the condition category of 10% of the portfolio on a year on year basis	Property Services in conjunction with Commercial & Technical Services
<ul style="list-style-type: none"> Review funding mechanisms (including consideration of "trust" status) for the museum service (Tullie House) with a view to providing more effective operational control 	Undertake Review by March 2003		Corporate Management Team
<ul style="list-style-type: none"> Ensure the Council is not paying any more Uniform Business Rate than it needs to through appeal and negotiation 	Achieve rate savings of £50,000	Achieve rate savings of £50,000 pa	Property Services
<ul style="list-style-type: none"> Maintain and improve the Council's rental income according to the sensibilities of the Carlisle property market 	Increase income by £50,000	Increase income by £50,000 pa	Property Services
<ul style="list-style-type: none"> Comply with District Audit requirements for asset valuations 	Value 20% of the property portfolio by 1 May 2002	Value 20% of the portfolio by 1 April each year	Property Services
<ul style="list-style-type: none"> Maintain cost effective delivery of front line services 	To achieve a surplus of £25,000		Commercial and Technical Services

COUNCIL MANAGEMENT OBJECTIVE:**CM 8 To ensure our services can be accessed electronically by 2005****THE ISSUES:**

As part of a modernising service strategy, Carlisle sees E-government and the 'e-revolution' as an opportunity to help deliver more efficient, effective and easier to use services.

The vision of e-government at Carlisle is seen as an opportunity to:-

- improve relations between the public and the City Council;
- offer relevant, appropriate and timely information at time convenient to the public;
- increase consultation with the public and improve accessibility to information;
- increase citizens' involvement with and understanding of the council;
- have a seamless delivery of services;
- utilise new channels for the delivery of services;
- give people knowledge and confidence about what will happen as a result of contacting the Council;
- maintain closer links to the public through only one person dealing and managing their call
- provide information about any other relevant or appropriate service, run by partner organisations

In summary, electronic government at Carlisle will improve and modernise services for the public, support the modernisation of local government, improve local accountability and support best value.

ACHIEVEMENTS LAST YEAR:

- Our Implementing Electronic Government (IEG) statement sets out the work we are doing to modernise our services by 2005 – available on the web
- Developed an e-procurement package to improve purchasing
- Improved emergency response service for Careline
- Measured our existing progress towards the Government's 2005 target by completing a BV157 assessment – available on the web
- Deployed an IT service to Council Members to enable them to become more effective
- Networked and linked the Irthing Centre to the Internet
- In line with Government legislation adopted a rolling electoral roll instead of a once a year annual register
- Introduced software to allow the submission of building control plans electronically

KEY INDICATORS:	YEAR 1 TARGETS	YEAR 2/3 TARGETS	RESPONSIBILITY (Subject to Organisational Review)
• <i>The number of types of interactions that are enabled</i>	40%	100% by March 2005	Customer and

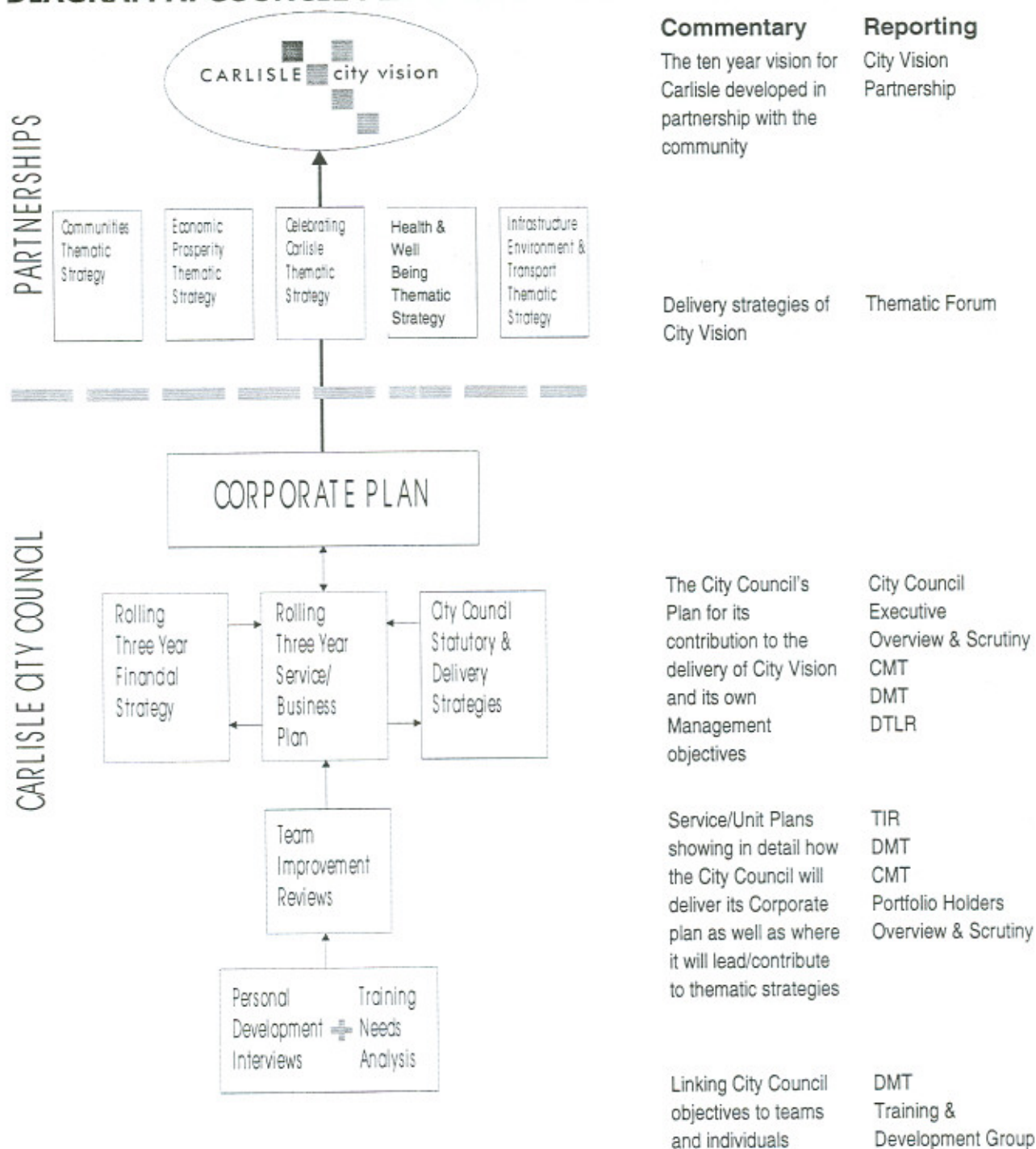
<i>for electronic delivery as % of the types of interactions that are legally permissible for electronic delivery</i>			Information Services
PRIORITIES FOR ACTION:			
• Produce an annual BV 157 statement	Develop March 2003 & post on website	Updated March each year	Customer and Information Services
• Produce an updated IEG statement in order to trigger year two funds	Complete by Sept 2002		Customer and Information Services
• Adopt the government's standardisation of property details by joining the Government's National and Property Gazetteer scheme		Completion of a central BS7666 database by July 2003 Full compliance March 2005	Customer and Information Services
• Review the use of Geographical Information Systems in the Council	Report due Summer 2002		Strategy & Performance Services
• Implement an information management scheme	Appoint an Information Manager by March 2003	Agree an information scheme by March 2004 Implement scheme by March 2005	Customer and Information Services
• Modernise the Council's web site to enable citizen's to access Council services	Appoint Web Designer by Summer 2002		Strategy and Performance Services
• Payment collection by the council to be modernised to include new payment methods, such as credit and debit card, and also to allow for new on-line payment methods	Complete by December 2002		Revenues and Benefits Services
• Ensure all Council Minutes and Reports can be accessed by the public on-line	Develop internal web service by March 2003	Develop external web service by March 2004	Legal and Democratic Services
• Deploy an IT service to parish clerks to enable them to be more effective	100% of parish clerks who wished to receive service to have access by March 2003		Customer and Information Services
Extend community consultation to include using the web, e-mail and mobile telephones		Review best practice and assess appropriateness for service March 2004 Implement review findings by March 2005	Strategy and Performance Services

Help facilitate a general broadband service available for citizens		Via Cumbria Broadband Initiative, link Dalston, Brampton, Warwick Bridge, Wetheral and Longtown to broadband by March 2005	Customer and Information Services
Implement the Freedom of Information Act	Define scheme of publication by March 2003	Implement scheme by March 2005	Legal and Democratic Services in conjunction with Customer and Information Services

7. A NEW WAY OF WORKING

This corporate plan outlines a comprehensive agenda for the council over the next three years both in terms of focussing services to meet community aspirations and continuously improving those services. In order to deliver our new council objectives, we also need to rationalise our planning processes and make the linkages between service delivery and council objectives more transparent.

Our new planning process, illustrated in diagram A, shows how we will ensure that council objectives are achieved through a more logical and integrated relationship between corporate planning objectives, financial planning and individual and team objectives within the organisation. It also illustrates the relationship between the Council's corporate plan and the City's community plan.

DIAGRAM A: COUNCIL PLANNING PROCESS

8. Resource Planning

LONG TERM FINANCIAL PLANNING

In adopting the objectives and priorities set out in this plan, the Council is committing to a new 3 year strategic resource allocation process which will set out revenue budgets and projections for all services over the lifetime of this plan. Financial projections will be set out to reflect the strategic priorities and objectives to be delivered by the respective business unit. Over the three-year life of the plan the council will strategically review its financial estimates to ensure its resources are effectively matched to its objectives. The review will be undertaken adopting the principles of best value and reflecting the lessons contained in the Audit Commission's Management Paper "Planning to Succeed".

In the interim the following financial information is provided from the existing financial estimates.

Background

For the City Council the period covered by this Corporate Plan will bring about unprecedented change. Major services including Leisuretime, Housing and a major part of the DSO, are likely to transfer to new external service providers over the next eighteen months, resulting in significant cost and organisational issues for the residual services.

Government Spending Review

The recent Government White Paper – Strong Local Leadership- Quality Public Services, states that reform of the revenue grant distribution is an urgent priority for the Government and it is intended to introduce new grant formulae for the 2003/04 settlement. Although there is currently no indication of what may be contained in the new system given the short timescale for consultation and approval of the new regime it is anticipated that there will be no radical differences from the current regime. However the uncertainty does introduce an additional note of caution when viewing a three-year financial forecast that is completely covered by the new grant distribution regime.

In the absence of any information on the new grant distribution system, it has been assumed that the current 'floors' and 'ceiling' system will be retained which restricts the worst and best effects of data changes in the grant settlement to Councils. The assumptions contained within the financial projections contained within this Corporate Plan have assumed an external grant settlement of 4.25% (best case) increase for the next 3 years, with a 'worst case' scenario of 2.5%.

It is anticipated that the new Grant regime may give greater certainty provided by the Government's adoption of a rolling three year financial planning horizon and this will enable the authority to plan more strategically on a similar basis.

Corporate Plan - Summary Financial projections

	2001/02 Budget £000	2002/03 Budget £000	2003/04 Forecast £000	2004/05 Forecast £000	2005/06 Forecast £000
Total Net Expenditure (incl Parishes)	17,831	14,342	15,824	16,357	16,872
Contributions from Balances and Reserves	5,179	1,127	1,484	1,167	1,007
Savings Shortfall Target	0	0	657	965	906
Net Expenditure for C Tax purposes	12,652	13,215	13,683	14,225	14,959
Anticipated Government Grant *	7,923	8,116	8,461	8,821	9,365
Amount from C Tax Payer **	4,729	5,099	5,222	5,404	5,594
Amount per Band D Tax Payer £	149	160	164	169	174
Taxbase	31,643	31,795.1	31,850	32,000	32,160

* assuming a 4.25% pa External Grant increase for 2003/04 to 2005/06

** assuming a 3% City Council Tax Increase for 2003/04 to 2005/06

TABLE 1

The City Council intends to spend a gross amount of £62m on services in 2002/03. £47.7m of this total will be met from income generated by services or grants, leaving a net budget of £14.3m to be funded from Council Tax, Government Grants and Council Balances See (Table 2 and 3 overleaf)

Table 2

Summary of Gross and Net Expenditure over Services
What is the Money Spent On?

					<u>Per Head of Population</u>				102,317
	Gross Exp £000	Grants £000	Fees, Rents & Other Income £000	Net £000	Gross Exp £	Grants £	Fees, Rents & Other Income £	Net £	
<u>2001/02</u>									
Planning and Economic Development	3,489		-2,478	1,011	34		-24	10	
Recreation and Tourism	8,379	-4	-1,997	6,378	82	0	-20	62	
Environmental Health	1,670		-463	1,207	16		-5	12	
Refuse Collection	875			875	9			9	
Housing	38,888	-18,378	-17,999	2,511	380	-180	-176	25	
Other Services	12,202	-1,201	-5,385	5,616	119	-12	-53	55	
Parish Precepts	233			233	2			2	
TOTAL	65,736	-19,583	-28,322	17,831	642	-191	-277	174	
<u>2002/03</u>									
Planning and Economic Development	3,667		-2,574	1,093	36		-25	11	
Recreation and Tourism	9,170	-4	-2,051	7,115	90	0	-20	70	
Environmental Health	1,767		-449	1,318	17		-4	13	
Refuse Collection	915			915	9			9	
Housing	40,705	-18,447	-19,559	2,699	399	-181	-192	26	
Other Services	5,549	-35	-4,559	955	54	0	-45	9	
Parish Precepts	247			247	2			2	
TOTAL	62,020	-18,486	-29,192	14,342	608	-181	-286	141	

Table 3

Table 3 below shows how the budget is to be funded per head of population (2002/03 Population 101,944):

Income Analysis**Where Does the Money Come From:**

	<u>2001/02:</u>			<u>2002/03:</u>		
			Per Head			Per Head
			102,317			101,944
	£000	%	£	£000	%	£
Specific Grants	19,583	30	191	18,486	30	181
Fees, Rents and Other Income	28,322	43	277	29,192	47	286
Balances	5,179	8	51	1,127	2	11
Government Grant	7,993	12	78	8,188	13	80
Council Tax	4,660	7	46	5,027	8	49
Gross Income	65,737	100	642	62,020	100	608

CAPITAL PROGRAMME

The projected capital programme for the periods 2001/02 to 2005/06 are shown in the table following.

The programme is reducing considerably over the course of the next 3 years principally due to the proposed transfer of the Housing Stock on which the bulk of the expenditure is currently spent. In addition the rest of the capital programme is impacted on by the reduction of Capital Receipts from Right to Buy Council House sales, which currently funds a substantial amount of the rest of the capital programme.

The City Council's Capital Programme totals £7.2m for 2002/03. The main projects are

Capital Programme 2001/02 to 2005/06

	2001/02 Revised £000	2002/02 Original £000	2003/04 Illustrative £000	2004/05 Illustrative £000	2005/06 Illustrative £000
<u>Expenditure:</u>					
General Fund	2,638	755	1,240	300	300
HRA	6,148	4,853	0	0	0
Housing General Fund	968	968	475	400	400
Vehicle, Plant and Equipment	955	598	955	632	391
Total Expenditure	10,709	7,174	2,670	1,332	1,091
<u>Resources Available:</u>					
Capital Receipts - GF	1,067	100	338	200	200
- HRA	904	0	0	0	0
- Hsg GF	520	520	0	0	0
HRA Major Repairs Allowance	3,992	3,881	0	0	0
Disabled Facilities Grant	153	156	150	150	150
Loan - HRA	671	818	0	0	0
- Hsg GF	295	292	325	350	350
- GF	0	30	0	0	0
Revenue Contributions	758	0	0	0	0
Capital Projects Fund	0	611	0	0	0
Reserve Funds	2,766	598	955	632	391
Grants (public)	529	0	0	0	0
Grants (private)	124	0	0	0	0
Resources B/F	0	1,070	902	0	0
Total Resources Available	11,779	8,076	2,670	1,332	1,091
Resources C/F	1,070	902	0	0	0

shown in the following Table:

Expenditure:**General Fund:**

Gateway City Project	160
Adaptations to meet DDA Act	180
Major Repairs to Properties	190
Asset Management Plan	100
Sheepmount Stage 2 Bid	75
Improvement to Play Areas	50
Concessionary Fares Smart Cards	50
Vehicle and Plant Renewals	457
DSO New Vehicles	43
Office equipment	8
Cash Receipting Equipment	40

Housing Gen Fund:

Discretionary Renovation Grants	430
Mandatory Disabled Facilities Grants	260
Group Repair Scheme	100
Home Repairs Assistance	108
Energy Efficiency Initiatives	57
Empty Property Initiatives	10
Slum Clearance	3

Housing General Fund:

Rewiring Programme	500
Window Replacements	950
Heater provision	800
Provision of Porches	75
Raffles Area Strategy	497
Structural Works	275
Special Needs Improvements	450
New Deal Initiative	35
Modern Apprentices	16
Security/Environmental Improvements	150
Careline Equipment	150
Painting programme	350
Flat Roof replacements	200
Contingency	300
Unallocated	105

TOTAL EXPENDITURE	1,353	968	4,853	7,174
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Funded By:

Loan	30	292	818	1,140
Capital Receipts	490	520	154	1,164
Capital Projects Fund	235			235
Renewals Fund	598			598
Major Repairs Allowance			3,881	3,881
Disabled Facilities Grant		156		156
				0

TOTAL FUNDING	1,353	968	4,853	7,174
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Trading Operations

Carlisle Works is the Council's in-house contracting organisation. The organisation plays an important role as market regulator in the authority as well as providing an efficient, value for money contracting service to the Council and the local community.

The provisional surplus of the trading operation during 2001/02 was £1,087,000 from a turnover of £12.8m. This surplus will be re-apportioned back to those individual services contributing to the surplus.(Jim – check before publishing).

The estimated turnover for 2002/03 is £12.8m, and the surplus target £400,000, which can be broken down as follows:

	Turnover	Profit
Building Maintenance	£6.9m	£300,000
Highways	£1.8m	£ 30,000
Grounds	£1.5m	
Street Cleaning	£0.9m	£ 30,000
Refuse Collection	£1.0m	£ 5,000
Building Cleaning	£0.4m	£ 10,000
Car Park Management	£0.3m	£ 25,000
	£12.8m	£400,000

It is estimated that 93 % of the turnover will relate to work commissioned by the Council and the remaining 7 % will be for private sector customers.

The surplus will be re-apportioned back to individual services at the year-end.

9. Best Value

Best Value Review progress (inc. summary action plans)

Best Value was introduced by the Government as part of their plans to modernise the way that Local Government works. Best Value means that Councils have to deliver services to high standards by the most effective, efficient and economical way possible. We must continuously improve the services we provide by learning from others. What is most important though, is that the services provided must be the ones that the local community have told us they want.

The key method by which we are striving to achieve Best Value is a programme of Best Value fundamental performance reviews, which are an in-depth analysis of each of the services we provide. During these reviews we:-

- Challenge ourselves to make sure that what we're providing is still required and judge whether we're the right people to be providing it;
- Compare ourselves with others, to identify best practice in service delivery so we can bring those principles back to Carlisle and set demanding performance targets, based on the best;
- Consult with you to get your views on the current service and the changes you would like to see brought about;
- Assess our competitiveness and value for money. If we don't provide you with a value-for-money service then we need to think of other ways of doing things, or inviting other organisations – who can prove they can provide value for money – to do it for us.

We have undertaken eight new Best Value fundamental performance reviews in 2001/2002, as well as completing some that we had started the year before. Below, we report progress on each.

Last year, we made a major change to the way we do best value reviews, instead of doing lots of reviews of fairly small areas of work, where the level of improvement could only be small; we have moved to 'thematic' reviews. These are larger in scale and therefore potentially bigger improvements and reflect community and Council priorities. We were one of the first Councils to take this innovative approach, which is fully supported by the Government and the Audit Commission, and it has proved very successful.

Thematic reviews are more complex and have a wider scope than service based ones, but because they have a customer perspective, it has been easier for everyone to grasp the key issues involved, especially when it comes to consulting with the community, where our feedback from various consultation exercises has been much improved. As they are linked to corporate priorities, the reviews and their outcomes have greater political and management support and are seen not as an 'add on' to the day-to-day work of the authority, but as an integral part of it.

Best Value will continue to be a high corporate priority at Carlisle City Council, as it is an ideal tool to seek business and process improvement and develop effective performance management techniques.

Impact of the Recent White Paper

FIVE-YEAR REVIEW PROGRAMMES

When Best Value was first introduced, in April 2000, Councils were required to review all of the services they provide within a five-year period, so all had a 5-year programme of fundamental performance reviews, ourselves included.

However, the Government accepted that this prevented Councils from maintaining a continual focus on those services which weren't performing as well as the others, as we were also reviewing our high performing services. In the White Paper, 'Strong Local Leadership – Quality Public Services', that five year rule was abolished so that Councils could focus their efforts where they were most needed: improving those services which are most important to local people as well as aligning our services with the emerging national priorities.

EMERGING NATIONAL PRIORITIES

In addition, the Government agrees that it should, in future, be more clear about what it expects from Councils and has set down its key future priorities for Local Government. The Government expects that our approach to Best Value will take account of these priorities and all authorities are expected to deliver 'rapid improvements' in them.

These priorities are:-

Education

- Transforming secondary education
- Improving recruitment, retention & Quality in the teaching profession
- Improving access to higher education
- Raising standards in primary education

Health

- Improving older people's care and children's services
- Narrowing the health gap

Crime

- Reducing crime & the fear of crime
- Tackling drug abuse

Transport

- Reducing congestion in large urban areas, increasing bus and light rail patronage, reducing accident rates and contributing to the improvement of local air quality as set out in *Transport 2010: The 10 Year Plan*

Our current five-year programme of Best Value reviews, shown on Page X, is therefore likely to change as a result of the White Paper, not least because we do not have sole responsibility for delivering improvements on the above priorities. In future, we will have to work closely in partnership with other organisations to deliver actions in these areas, using best value as a vehicle. Our programme of reviews will therefore be reconsidered after the completion of the Organisational Assessment best value review and in the light of the results of negotiations with Cumbria County Council and other Cumbrian District Councils on the co-ordination of best value reviews. Our revised programme will be reported in next year's Corporate Plan, however it will take into account the following criteria:-

- Best fit with Government priorities
- Fit with corporate plan priorities
- Weakest services first
- Co-ordination with other Cumbrian districts' and the County Council's reviews

Comprehensive Performance Assessment

A selection of our fundamental performance reviews every year are inspected by the Audit Commission's Best Value Inspection Service. The White Paper and its introduction of Comprehensive Performance Assessments has triggered an alteration in the Audit Commission's method of working. A significant difference in future inspections will be the concentration not only on service-based reviews, but also on political and administrative corporate governance, as the Government has, through the White Paper, accepted that service-based inspections and assessments do not in themselves provide sufficient means to address overall corporate performance. Each Council's programme of fundamental performance review will, then, not only be directed by local and national priority services, but also the results of their latest comprehensive performance assessment.

Best Value Review Progress

Set out below is a brief summary of the progress of each of the reviews that have been carried out in the Authority this year:-

Review Area	Key Findings	Key Outcomes	Action Plan
Organisational Assessment	Major changes in authority mean that management structures, finance & culture must change to continue to meet local needs.	Expected to be:- New organisational structure Enhanced strategic capacity Improved communications Better focus on goals	Review will be completed by the end of the Calendar year. An Action Plan will be developed then.
Customer Contact	Not easily accessible layout in Civic Centre Poor case handling of service requests Limited choice of payment methods No central management information about customer contact service Service is fragmented Poor physical environment	New corporate care policy Enhanced customer care training Single reception facility able to deal with 80% of enquiries Increase in variety of payment methods Improved use of IT systems to deal with customer contact Development of electronic access channels Enhanced reception facilities	Final Report due late summer
Regeneration	Regeneration work in authority needs more co-ordinated approach No clear responsibility for regeneration More co-ordinated partnership working required	Corporate Regeneration policy Priorities for action Improved performance management systems	Final report and accompanying action plan due early summer
A Strategic Approach to Housing	Still to report		
Bereavement Services	Extremely high quality of service but relatively expensive Issues around capacity of cemeteries Anticipated environmental legislation will have significant cost implications for crematorium	Anticipated to include: Charges and income reviews "Quality Mark" for service providers. Options for alternative means of delivery.	To be produced

Review Area	Key Findings	Key Outcomes	Action Plan
Community Safety	<p>Strategic Group has too large a membership</p> <p>Partnership group disengaged from process</p> <p>Funding process unclear</p> <p>Strategy does not drive the agenda</p> <p>Standing Task Groups unproductive</p> <p>County Council not adequately represented and does not provide funding</p>	<p>Strategic Group and Partnership Group to be Changed to avoid duplication. Replaced with a Leadership Group for Carlisle and Eden comprising key partner agencies operating at strategic level and a management group which will operate at practitioner level</p> <p>The process has been redesigned to enable transparency and provide a clearer audit trail. It is to be amended further to encourage applications from small community and voluntary groups</p> <p>The 1999-2002 Strategy involved a series of actions which were completed before the end of the strategy period. This meant that the groups involved lost focus and were not productive in the latter stages. A thematic approach will mean that task groups are assembled for specific pieces of work then disbanded as the resulting action plan is implemented. Standing task groups will not be a part of the 2002-05 Strategy</p> <p>County Council has now appointed a Community Safety Officer which has led to closer links with County as a key partner and could involve additional funding through area committees</p>	To be produced

Review Area	Key Findings	Key Outcomes	Action Plan
Risk & Safety Management	<p>Focus almost entirely upon Health & Safety rather than other organisational risks</p> <p>Strategies are in place for specific areas such as insurance risk, health and safety, emergency planning. A protocol is being developed and implemented for projects over £30,000 as part of the capital strategy.</p> <p>The effectiveness of existing strategies need to be verified and organisational and strategic risks need to be addressed</p>	<p>Review of existing systems.</p> <p>Development of strategic and organisational risk management strategy.</p> <p>Integration of these into the culture of the Authority to enable better planning and decision making.</p>	<p>Final report mid-summer</p>
Concessionary Fares	<p>Pensioners overwhelmingly prefer a half fare scheme.</p> <p>Over half of rural pensioners did not obtain a pass</p> <p>Very few pensioners did not have a pass as a result of lack of awareness.</p> <p>67% of pensioners would use passes to travel to other parts of Cumbria if facility available.</p> <p>The number of concessionary bus journeys undertaken by pensioners is falling.</p>	<p>Half-fare concessionary Countywide travel introduced by participating bus operators as a result of review.</p> <p>Improved (long term) passes now available to all residents over retirement age with qualifying disabilities.</p> <p>Concessionary ridership more efficiently monitored resulting in £100,000 in efficiency savings.</p> <p>Overall review has led to significant improvements during 2001/02 with further improvements over next 3 years.</p>	<p>The following improvements to be introduced over next 3 years:</p> <p>Concessionary Railcards 1/4/2002</p> <p>Smart Passes 1/4/2004</p> <p>Extension of scheme to men between 60-64 1/4/2003</p> <p>Targets set for increased take up particularly by disabled people via improved scheme</p> <p>Publicity (ongoing).</p>

Review Area	Key Findings	Key Outcomes	Action Plan
Property Management	<p>Low staff and management costs compared to other Councils and private sector</p> <p>Excellent rental collection efficiency</p> <p>Significant contribution to negotiations that provide development for Carlisle, such as Kingmoor, the Airport and The Lanes</p> <p>Good rating for Asset Management Plan</p> <p>No clear plan for the future of the property portfolio</p> <p>Heavy workload impeding strategic thinking</p> <p>No strategy to rationalise property holdings nor a firm commitment to maintain assets</p> <p>Absence of real and challenging targets</p> <p>Highlighted strategic and financial importance of property to the Council</p>	<p>Strengthened Property team</p> <p>Newly formed Property Division</p> <p>Asset Maintenance Fund established</p> <p>Wholesale Asset Review begun targeting surplus assets through a new policy</p> <p>One, overall, line of responsibility for all property ownership created</p> <p>Additional investment to comply with Disability Discrimination Act</p> <p>Resources for a new Asset Register to comply with District Audit recommendations</p> <p>Strengthened partnership working with private sector attracting HMV, KFC and other national organisations</p> <p>Better corporate working through establishing Officer Groups for estate and asset management</p> <p>Closer working liaison with Executive of Council.</p>	<p>Trading account system to use private sector style from April 2002</p> <p>Surplus land Guidance approved</p> <p>Surplus land disposal programme June 02 to June 05 with challenging targets</p> <p>Asset Management Plan submission July 2002</p> <p>Property Procurement Strategy October 2002</p> <p>Consultation Strategy – October 2002</p> <p>Asset Review Strategy to implement from 2002 to concentrate on the following:</p> <p>Civic Centre – Dec 2002</p> <p>Parkhouse/Kingstown & Kingmoor</p> <p>Economic Asset Review – 2003</p> <p>Operation Asset Review – 2004</p> <p>Complete</p> <p>Leisuretime/Housing transfer negotiations, subject to evaluation and tenants' ballot – Dec 2002</p> <p>Implement Civic Review: Jan 2003-July 2006</p> <p>Asset Register database – March 2003</p> <p>Monitor Asset Management Plan from July 2003.</p> <p>Implement results of Economic Review – July 2003 – July 2005.</p> <p>Implement results of Operational Review – July 2004 – 2006.</p> <p>Establish Development Enquiry Agency – July 2004 onwards.</p>

Review Area	Key Findings	Key Outcomes	Action Plan
Housing Debt Recovery	<p>Lack of choice in rent payment methods for tenants</p> <p>Lack of a policy statement for arrears prevention and recovery</p> <p>Need improvement in strategic liaison and continuation of improvement in operational liaison with Housing Benefits section</p> <p>Reduction in demand for Council housing & availability of alternative tenures has significant effect on attitudes towards rent payment</p> <p>Delays at Court stage and failure to use all available remedies.</p> <p>Weak culture of performance management. Other staffing issues.</p> <p>Need for better use to be made of IT and especially improved management information systems</p> <p>Opportunity for greater liaison with other key stakeholders e.g. CAB, Community Law Centre</p>	<p>A debt prevention/recovery service is still needed.</p> <p>Given the strong possibility of LSVT later in 2002, no major change to current</p> <p>Organisational structure is proposed at this stage.</p> <p>Increase in the variety of payment methods.</p> <p>Agreement of a policy statement against which to frame a prevention/recovery strategy.</p> <p>Implementation of recovery procedures under an Introductory Tenancies regime.</p> <p>Improved pre-tenancy advice and immediate post-tenancy monitoring.</p> <p>Strengthened performance management framework and wider range of local Performance indicators.</p>	<p>Alternative payment methods being promoted & developed.</p> <p>Raising the profile of rent through publicity & information leaflets.</p> <p>Improving internal accounting practice for rent.</p> <p>A policy for prevention and recovery of rent arrears has been produced.</p> <p>Procedures for recovery from introductory tenants have been written.</p> <p>New advice and information being given to new tenants.</p> <p>Developing improved performance measures.</p> <p>Staff training being improved.</p>
Tourism	<p>Provides a good service with limited resources</p> <p>More resources should be available for Destination Marketing & Tourism PR</p> <p>Service is relatively competitive but level of recharges are high</p> <p>Important to maintain good working relationship with Local Tourism Industry</p>	<p>New Marketing partnership with City Centre Business</p> <p>Revised structure and format for Local Industry consultation & participation meetings</p>	<p>Review & Monitor Tourism Plan</p> <p>Promote involvement and contribution of local tourism industry</p> <p>Maintain regular research and feed into Tourism Plan</p> <p>Review & Update Tourism Information Provision annually</p> <p>Increase marketing activity by developing joint initiatives and attracting external funding</p> <p>Develop events programme with external support</p> <p>Develop conference tourism product</p>

Review Area	Key Findings	Key Outcomes	Action Plan
Empty Property Management	<p>Poor standard of empty properties</p> <p>Procedure created confusion</p> <p>No clear strategy for long term empty properties</p> <p>Culture of 'as many repairs as possible' to the properties</p> <p>Properties not cleaned</p> <p>Issues with Contractor/Client divide</p>	<p>Empty property standard and procedure</p> <p>Introduced on 3 Sept 2001.</p> <p>Improvements made include cleanliness, Minimum kitchen standards, quality checks etc</p> <p>Reduced time-scales for completing the empty</p> <p>Property work</p> <p>Regular meetings with the Works Department</p> <p>Improvement in how we present property</p>	<p>Action plan is up to date with further improvements to the security of the property and further developments between Housing and the Works department to improve the service.</p>
Municipal Maintenance	<p>This review should have been combined with that of Property management</p> <p>Very little in the way of relevant comparative data currently exists</p> <p>Lack of awareness amongst potential customers of the extent & range of service provision</p>	<p>Need to integrate client & contractor</p> <p>Develop service delivery team to action Property Management requirements.</p> <p>Need good performance management system, tied in with Quality Assurance standards</p> <p>Need better consultation with clients</p> <p>Review use of surplus asset sale funds</p> <p>Investigate feasibility of Facilities Management service</p>	<p>Outline Action Plan produced but detail will depend on outcome of Organisational Assessment and related client/contractor relationship decision</p>
Communications	<p>Lack of corporate communications</p> <p>Need to provide value for money</p> <p>Need to improve media relations and information for residents</p> <p>Need to strengthen consistency of publications and public information</p> <p>Lack of internal communications systems</p>	<p>New structure for corporate Communications Unit</p> <p>Increase in proactive media work and quality of responding to media</p> <p>Corporate guidelines for publications</p> <p>New quarterly residents magazine The Focus Launched</p> <p>Internal groups set up to develop internal communications and marketing.</p>	<p>Implement corporate communications strategy</p> <p>Implement new internal communications systems</p> <p>Develop proactive and targeted media relations further</p> <p>Develop systems of focus groups and regular review of all publications and public information</p> <p>Develop web site into interactive site</p>

These reviews were informed by extensive consultation details of which are set out in the following statement.

Consultation from 01/04/01 to 01/04/02

Demand for consultation and research assistance by Council departments has increased by 65% during the last financial year. The ongoing Best Value Review programme and the need for "evidence based policy" has alerted staff to the many benefits of consulting widely with members of the public, the business community, Council staff and Council members.

Best Value Review Consultations

This year consultation and research has aided 5 Best Value reviews: - Void Management; Bereavement Services; Community Safety; Customer Contact and Leisuretime.

Void Management: A series of questionnaires were used, which included: - asking current tenants about their views on the effect of empty properties in their area; asking people on the waiting/transfer list what they think of the system; asking tenants in sheltered accommodation what they like and dislike; asking for reasons for refusals to properties; surveying tenants in recently relet properties to ascertain the standard of accommodation on arrival and gathering opinions from staff in an Internet survey.

Bereavement Services: Satisfaction questionnaires were sent out to Funeral Directors, Monumental Masons and members of the clergy. Three focus groups were conducted with staff that work in or closely with Bereavement Services, members of the public, selected from the Citizens Panel and a group consisting of Funeral Directors, Monumental Masons and the clergy. Suggestions were made for the best way forward for Bereavement Services in the light of increased operational costs and tighter government legislation on crematorium omissions.

Community Safety: A Crime and Disorder questionnaire was asked to members of the Citizens Panel and a focus group was organised to discuss the best way of tackling crime in 'hotspots'. Attendees consisted of members of the public and private sector, including the police and fire service. A questionnaire was also carried out with members of the public willing to participate in a partnership safety scheme, they discussed the merits of fitting security cameras to properties in order to deter crime.

Customer Contact: A mixture of research methods was used to carry out research for this review. Exit surveys were conducted with people leaving the Civic Centre, asking how they had been treated by staff, views on improving customer contact and opinions on the Civic Centre. A random sample of the public was sent a self-completion satisfaction questionnaire. Five focus groups were held with: - frontline staff, (including receptionists and telephonists); Managers and Unit Heads; Councillors and two Citizens Panel groups. A mystery shopping exercise recorded the face-to-face and telephone treatment of callers, the ease of access to Council Internet/e-mail facilities and the speed of responses to enquiries. A feedback session in the form of a focus group is planned to discuss the findings of the research with Citizens Panel members that attended the groups.

Leisuretime: As part of the Leisuretime review a random survey was conducted with members of the public. Questions focussed on use of Leisuretime facilities by all ages in each of the households.

Consulting with communities and user groups

Foot and Mouth Research: Research this year began with an attempt to determine the effect that the foot and mouth epidemic had made on the local business community. Self-completion questionnaires revealed that after a few weeks many businesses were forced to reduce their workforce and many more felt they would have to close altogether if the disease continued. The results, showing the devastating effect on the economy and workforce in the Longtown area, fed into a bid to the Government justifying the urgent need for remuneration.

Surestart: Surestart, a government initiative, prompted much qualitative and quantitative local consultation. Led by a partnership including the Council, research revealed how service provision could be reshaped to the best advantage for families with very young children in the Carlisle South area.

Carlisle Visitors Survey: Originally carried out in 2001, the Carlisle Visitors' survey was repeated in summer 2001, main findings show:

- 90% of visitors think of Carlisle as a good shopping centre
- 95% of people who had visited the Carlisle TIC, described the service as "excellent, very good, or good" 5% said it is adequate
- 88% of visitors think they get good service from staff in Carlisle shops
- 81% of people who had eaten in pubs and restaurants in Carlisle thought that the food was good or very good
- Over eight out of ten say they will visit Carlisle in the future and a further 15% say they possibly will
- The top 4 places people want to visit are; Lanes Shopping Centre 57%; Carlisle Castle 56%; Carlisle Cathedral 47% and Hadrian's Wall 44%
- Two aspects that shoppers like the most about Carlisle is the pedestrianised shopping area and the outdoor decorations

Belah: As part of a lottery grant bid, work was done with residents in Belah. Questions focussed on what the community would like from its local Community Centre.

Shopmobility: A satisfaction questionnaire was carried out with all users of the Shopmobility scheme over the course of a month. Results show:

- 86% of users rate the Carlisle Shopmobility Scheme as 'excellent' and 13% rate it as 'very good'.
- Of those that have used other schemes, 68% say the Carlisle Shopmobility Scheme is better, 31% say Carlisle is about the same.

Council run football pitches: A survey of football pitch users identified who the main users are, how often pitches are used and areas for improvement, such as changing room facilities.

Firework Display: Surveys were distributed to people attending the Firework Display. 96% of adults and 97% of young people rated the Fireshow as good, many saying 'very good'.

Rydal/Fusehill Playarea: The immediate community was consulted on proposed changes to the provision of a playarea.

Tenants: Over the last few months there has been considerable consultation with tenants. The majority of consultation centres on the possibility of the Local Stock Voluntary Transfer to a housing association. Methods used include discussions with tenant groups, face-to-face questionnaires with all tenants and a telephone questionnaire with a sample of tenants.

Cultural Strategy: Research for the new 'Cultural Strategy' included sending questionnaires to all the sports and arts organisations in Carlisle. Circulating the same questions to the Citizens Panel for a view from the public and sending out a questionnaire to a random sample of young people.

Members' Allowances: A self-completion questionnaire was circulated to Members. Results were studied by an independent review board and led to a change in the policy concerning Members' allowances.

Members Support: A self-completion questionnaire tried to determine the amount of support required by Members for their roles as Councillors.

Longtown Market Town Initiative: An in-depth questionnaire was designed to capture socio-economic information from residents living in and around the Longtown area. Results have been used to produce an action plan, which seeks to draw down significant resources from a range of funders, to meet locally identified priorities.

BVPI Surveys: The Government recently implemented a research timetable for local authorities, with a view to assisting with collection of performance indicator information. As methods are similar across authorities, they believe it will be possible to compare performance. To date we have carried out self-completion satisfaction questionnaires with tenants, Council tax and housing benefit applicants, planning permission applicants and a random sample of the general public. The performance indicator information obtained is:

- 74% of tenants are very/fairly satisfied overall with the landlord
- 72% of tenants are very/fairly satisfied with opportunities for participation in decisions
- 75% are very/fairly satisfied with contact/access facilities at benefit office
- 88% are very/fairly satisfied with the planning service
- 61% are very/fairly satisfied with the local authority
- 42% are very/fairly satisfied with complaint handling
- 73% are very/fairly satisfied with cleanliness of streets/relevant land
- 91% are very/fairly satisfied with waste collection

- 72% are very/fairly satisfied with recycling facilities
- 60% are very/fairly satisfied with cultural and recreational services

Carlisle City Council's Citizens Panel

Carlisle City Council's Citizens Panel continues to be a successful and popular research method with staff, Councillors and members of the public. This year the Citizens Panel responded to two self-completion questionnaires. Took part in focus groups for the Best Value Review consultations, attended workshops to discuss the Council's organisational review and underwent a considerable recruitment exercise.

Consulting with staff

One way of consulting staff, which has proved to be an efficient method, is via self-completion Internet questionnaires. This year we have carried out 7 Internet surveys in the following areas: Staff Common Room; Overview & Scrutiny; Satisfaction with Internal Audit; Effective Communication; Satisfaction with the Print Room; Satisfaction with the Firework Display; Staff Newsletter. When staff do not have access to Internet facilities, paper versions are supplied. Staff are also encouraged to give their views in Best Value Reviews, Team Improvement Reviews and Personal Development Interviews.

Results of Best Value Inspections

The Government decided that the work of each authority should be scrutinised by an independent Inspectorate to ensure that best value is being achieved. As a result, the Audit Commission established a new Best Value Inspection Service to carry out inspections of services after a Best Value review has been completed.

At the end of their inspection, they make two judgements:-

Is it a good service? (possible scores are Excellent; Good; Fair; Poor);

How likely is it to improve? (Possible Scores are Excellent, Promising, Uncertain, Poor).

They will then make recommendations to the Council on how it could further improve the service under inspection. It is expected that the Council will act on these recommendations.

So far, we have received five inspections, in:-

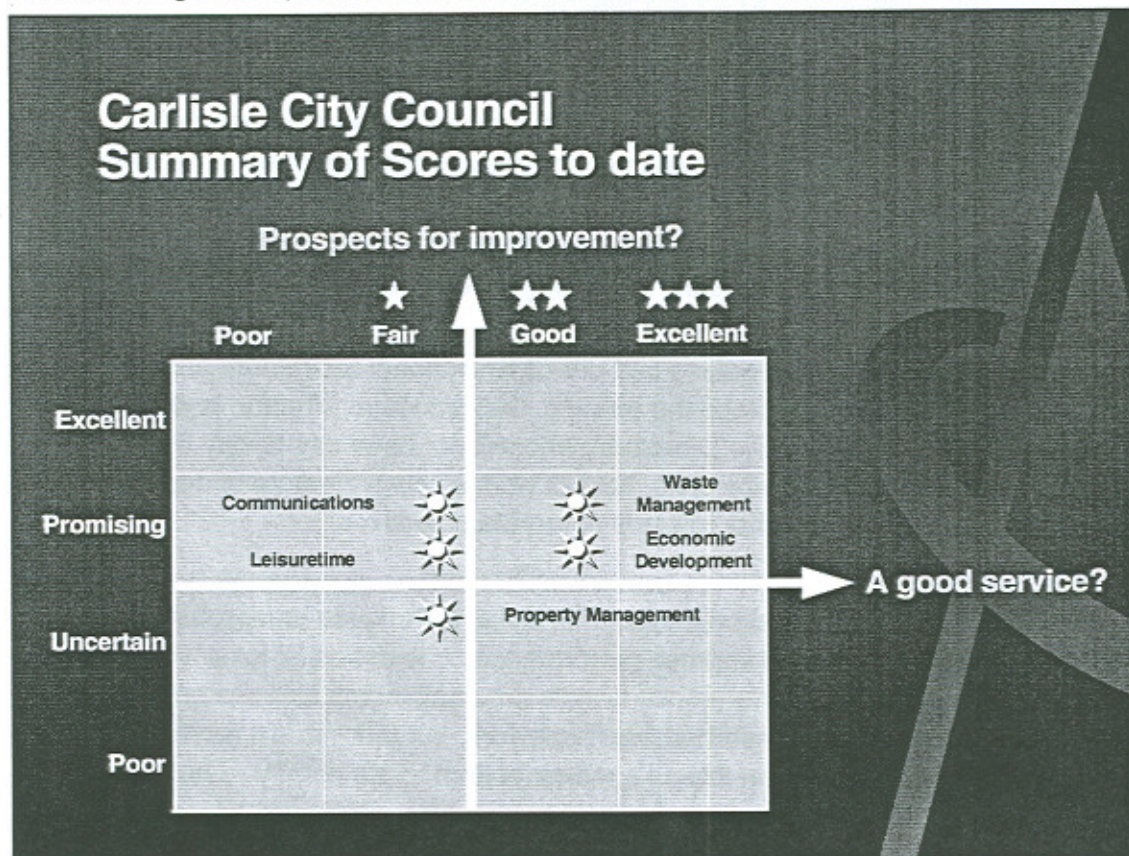
Economic Development (Good service, Promising prospects for improvement)

Communications (Fair service, Promising prospects for improvement)

Leisuretime (Fair service, Promising prospects for improvement)

Property Management (Fair service, Uncertain prospects for improvement)

Waste Management (Good service; Promising prospects for improvement).



Detailed below is a summary of the inspectors' findings from the inspections that were carried out in this financial year (the Economic Development inspection results were reported in last year's Best Value Performance Plan).

Corporate Messages

There were some key common messages arising from the inspections which, understandably have now become priorities for the organisation as a whole to address in the short term. These comprised:

Project management

We need to take a more proactive, holistic approach to managing projects: to ensure that all activities are identified and planned for, there is good monitoring and control, with early identification of potential problems and risk management of the project and its consequences is addressed right at the beginning. The inspectors said:-

'Utilise project management to address all aspects of a project, in particular, ensure that the large scale aspects of a project e.g. financial planning, are supported by a solid policy base, good communications and a champion who can act outside/across departmental structures.' (Communications inspection)

To address this, in the new structure we are creating a post(s) with specific responsibility for project and risk management. The post(s) will be placed at the corporate centre to facilitate corporate working on projects and avoid any duplication.

Taking the 'Corporate' perspective

Departments should work together effectively to achieve corporate objectives and departmental priorities should never outweigh or contradict corporate ones. The inspectors said:-

'There is ...weak corporate working within the council. A number of partners interviewed mentioned the difficulty in working across departments in the Council' (Economic Development inspection)

The exercise we are currently undertaking into our organisational restructure should resolve this issue. We are proposing to replace the existing 'Departmental Director' layer of management with two new 'Executive Directors', who will not have day-to-day line management responsibility for service units, but will work as co-ordinators of departmental activities to ensure they work together towards corporate objectives.

Performance management

Performance management is based on a system of skills, techniques and processes that enable the authority to monitor and improve performance. It is essential for driving forward change. It is important that our performance targets are challenging and customer focused. The authority has developed a comprehensive framework, but there is still room for improvement and we are working on this as a matter of immediate priority. The inspectors said:-

'Few user or council objective related measurements are used to monitor and manage performance' (Leisuretime inspection)

'The Council has a track record of managing change but needs to consolidate its work on performance management and ensuring that attention is paid to both the

significant and large scale aspects and day to day underpinning aspects of service delivery' (Communications inspections)

Links to Corporate Aims and Objectives

We need to ensure that everything we do contributes to our corporate objectives (which are derived from the Community's expressions of priority). In addition, if something we do does not contribute to our objectives, we need to reconsider whether we should be undertaking that function at all.

"The service aims areoperational. Leisuretime staff don't appear to participate in formulating council strategies and this is detrimental to feeding these high level objectives through into the implementation activities and priorities adopted by the service" (Leisuretime inspection).

This Corporate Plan clearly sets out how the services we provide contribute to our corporate objectives and, in turn, the City Vision. Individual, more detailed, business plans for each service area support this.

Challenging Targets

If we are to achieve a 'high performing' or 'striving' council status in our Comprehensive Performance Assessment, we must set and achieve challenging targets for performance which are customer-focused. It is not enough to aim to sustain reasonable performance, we must challenge ourselves to do better. Inspectors have seen that, in some instances, we do not set high targets, nor are some of our targets focused on improving our service to the customer.

"A best value review should produce an improvement plan that sets out what needs to improve, why, and how that improvement will be delivered. It should contain targets which are designed to demonstrate and ensure the continuous improvement necessary to put the service amongst the top 25% of Councils within 5 years". (Economic Development inspection).

The following are the executive summaries, extracted from the Best Value Inspectors' reports. The full reports can be found on www.bestvalueinspections.gov.uk.

Communications

The Inspectors regarded this as a 'fair' service which had 'promising' prospects for improvement. They said that:-

- The aims of the Council and the service objectives are clear and ambitious, but there is still work to be done to link these aims directly to the service plan
- They thought that the standard of service delivery was variable:-
- Media relations are improving and proactive, but there needs to be more clarity between Council and political stories
- Activities are being undertaken to increase Carlisle's profile, such as participation in national campaigns and publicity events, but measurement of the impact needs to be developed

- New corporate publications are being introduced, but the application of corporate image, effectiveness of internal communications and the development and operation of the website could be improved
- Comparison data is limited, but media relations and civic newspaper performance statistics suggest that Carlisle is performing around the average of those authorities who are part of the benchmarking group.
- The improvement plan was based on the review and has picked up important actions from consultation and comparison such as the development of the Council's newspaper. The service was challenged and one service area has been externalised, but insufficient consideration was given to alternative ways of delivering the service

Their key recommendations were to:-

- Utilise the County PR network to establish local performance indicators to measure the impact of media releases. In particular, determine how to measure whether Carlisle is becoming a regional capital
- Reinforce the media policy and the methods of communicating with the media by seeking Committee approval for the policy and ensuring adequate monitoring and enforcement of the policy where necessary
- Ensure that the people of Carlisle receive a consistent corporate message by strengthening the role of the Communications Unit to oversee all publications initiated from corporate and service departments. Develop consistent application of the corporate message, use of logo and strap lines throughout the City Council
- Ensure that communications are timely and accurate
- Improve the effectiveness of communications amongst the staff by proactively utilising the managers' conference, staff briefings and the public folders to develop two way communications for staff and members, especially in relation to the modernisation agenda. Make a determination of which managers are part of the managers' conference and ensure they understand their role in respect of the communications network
- Reinforce the need for rigorous performance management which links the Council's aims and City Vision to service delivery through a Communications Service Plan with SMART objectives
- Determine clear responsibilities for IEG implementation, especially website development, to enable the website to move from an information site to an interactive, educational and business site.

Leisuretime

The Inspectors assessed the Leisuretime service as 'fair', with 'promising' prospects for improvement. They said:-

- The Leisuretime service aims and objectives are operational rather than strategic, and the service meets its aims by:
 - Operating facilities providing a broad range of arts, entertainment, sports and recreation facilities and a broad spectrum of activity programmes to meet community needs
 - Providing good quality equipment by regular maintenance

- Fostering working relationships with local arts, activity and sports clubs; and
- Managing and operating the facilities soundly with well trained and user-oriented staff
- User satisfaction, as revealed by consultation surveys, is generally high
- We are maintaining low charges to users compared to other north of England district authorities; and
- We carry out regular consultation with users on service delivery

However:

- We have little contact with regional arts and sports agencies and with the arts and sports development units of the Council's Leisure and Community Development Department
- Although the service has a high number of annual visits in several performance areas, it doesn't reach the top quartile of all English and District local authorities
- The quality of the facilities and support infrastructure varies greatly
- There is a lack of data on the demands of non users and minority groups
- Little targeting of the substantial marketing activity is in line with council objectives and there is no monitoring of its effectiveness
- Some sectors of the district community experience major access problems to the service due to poor public transport within the City and from rural areas, car parking issues at the Sands centre and the Pools and in significant instances, facilities do not comply with the Disability Discrimination Act requirements
- Use of the leisure card, intended to address pricing exclusion issues is declining

About Our Leisuretime Improvement Plan:-

- The improvement plan has produced proposals set in the context of:
 - Improving user benefits and increased satisfaction levels
 - Strengthening the service contribution to national and regional arts/sports objectives and to the corporate objectives
 - Delivering against SMART targets
 - Increasing the input by users and residents to the service delivery; and
 - Improving performance measurement and monitoring
- Facilities – particularly the outdoor sports facilities at the Sheepmount will be improved
- However
- The service lacks the context of a Council Leisure Strategy, and the Council's projected financial forecasts have been a strong influence on what will be provided in the future
- The focus of the improvement plan is on 'externalising' the service
- Although recognising the need to move Carlisle into the service performance top quartiles, the plan lack specific proposals to achieve this
- The improvement plan and the individual facilities' service plans include refined performance targets but lack the inclusion of performance baselines to assess the realism of these targets

They acknowledged that the Council has the ability to deliver major improvements as:

- We have a clear and challenging corporate vision, aims and objectives; is clear on the need to listen to, and act on, residents' views; to work in partnerships to encourage and enable initiatives whilst also being open to the influence of national strategies
- We have demonstrated the ability to successfully achieve major improvements and change
- The Council has the ability to attract external funding to projects which will improve the quality of the facilities operated by Leisuretime; and
- Doubts were expressed initially by some members on their commitment to the review outcomes and implementation of the improvement plan, but the revised plan has now been approved, although the implications for other Council departments of 'externalising' the Leisuretime service have still to be assessed

Their recommendations were:-

- To ensure that any agreement for the external operation of the Leisuretime service includes actions, with associated performance monitoring, to achieve the corporate objectives and to implement user related service improvements
- Review the improvement plan once the Cultural Strategy has been approved – publication due in April 2002
- Strengthen the improvement plan by including action proposals to raise Carlisle into the top quartile for district authorities providing this service
- Review the programming at the Sands Centre to increase the opportunities for new arts/entertainment and sports initiatives which will expand the range of appeal to residents
- Formulate specific proposals for:
 - Development of services to over 60s age group; and
 - The Council's priority sectors of the population
- Prepare marketing plans to target non-users, under represented sectors of the population, and other specific groups emerging from the Council's aims
- Monitor the effectiveness of marketing activity in terms of increasing usage and in generating use by target population groups; and
- Further refine the quantification and monitoring of service performance in contributing to the Council's objectives

Property Services

The inspectors judged our Property Services function as 'fair' (one star) which has 'uncertain' prospects for improvement. They said:-

- The Council's aims for commercial property management are inconsistent between the various departments that define them
- The Council has been able to secure only an average rate of return on the portfolio when compared to other district councils of historic cities
- Whilst the Council has had an implicit strategy of using property to support economic development, there is no clear plan for the future of the portfolio, other than to continue to

draw income from it. The Council has not yet developed a strategy to rationalise the portfolio, or maximise either income or capital return, or sustain the quality and economic value of the assets themselves

- These strategic and performance weaknesses are reflected in an absence of real and challenging targets for both the portfolio and for the Property Services Division
- The division performs better than average on the indicators of costs of management and efficiency of collection of rental income. It is also playing a valuable role in helping the Council to focus on the need for investment in, and maintenance of, the portfolio
- It has also assisted the Council in significant negotiations about major developments, including the disposal of Carlisle Airport, the development of Kingmoor Park industrial site and the acquisition of redundant brownfield sites
- However, it has been less effective in advising the Council on strategies for disposal of property

They considered that the service had uncertain prospects for improvement due to:

- The best value review, the recent work of the division and the efforts of senior management have focused the Council's attention on property issues and established the strategic importance of property. However, the most recent decision of the Council's Executive still do not demonstrate a clear and substantial commitment to a new direction
- The scope of the review was limited to commercial (non-operational property and it focused very much on internal processes rather than outcomes that could directly affect the community
- The improvement plan incorporated the recommendations of a 2000 District Audit report on property management for the Council, but the best value review did not otherwise address operational property issues, nor did it further the consideration of those issues raised in the District Audit report
- The Improvement Plan was largely limited to internal organisation and processes, with only one action being customer-focused. The other proposed improvements deal with organisational change or with increased income
- The Council failed to act fully on an earlier (1996) proposal to improve its performance by establishing a 'maintenance fund'; that failure makes us cautious about the most recent similar proposal

The inspectors commented that there were some positive indications for the future:-

- There is a strengthened team, from portfolio holders, a new Chief Executive, a keen and informed Director and a newly formed Property Division with enlarged staffing and a dynamic head of service. In addition, the elected members are responding to all the changes
- There are signs that the Executive is actively reconsidering its performance in relation to property management. It has committed itself to a further review of all property, both operational and non-operational and has adopted other recommendations made by us
- The means of funding maintenance as well as the amount of funding remain unclear. As a result, there is still a lack of evidence of challenging target-setting, revised improvement planning and of unambiguous decisions to sustain the assets.

Their recommendations were to:-

- Maintain the fabric and worth of the community's property assets through a programme of asset maintenance
- Improve liaison and consultation with tenants
- Clarify the Council's community and financial aims for property in one consistent policy expression
- Develop criteria for decisions on whether to dispose of property
- Complete property reviews for the whole urban area
- Improve data on property holdings
- Define a small suite of performance indicators for property, including those specified by Government, together with challenging but realistic targets and monitor performance against those targets
- Conduct a corporate review covering all property; and
- Advance geographical information systems-based asset management, ensuring a consistent corporate approach

They also recommended that the Council take the following broad corporate approaches to property management:

- Question the need for any individual service to 'own' property
- Clearly identify one portfolio holder responsible for all property; and
- Clearly identify one centre of commissioning of property services, for example, a Corporate Property Officer with a facilities manager

Waste Management

The Inspectors' report said that our Waste Management service was Good, with Promising prospects for improvement. They found that:-

- Services are highly regarded by customers, particularly for refuse collection,
- The majority of the service areas are in the top 25 per cent of councils for performance and the refuse collection service is at very low cost;
- Streets are litter free;
- Recycling and composting performance is good, achieving high levels, and kerbside recycling is being developed with other council partners;
- Public conveniences, although basic, are adequately maintained
- Customers can contact the Council easily and communications with customer have already shown improvement. For example, the Service has introduced an appointments system for bulky waste collections; and
- Service aims are clear and generally challenging.

However,

- Service aims need to be more directly relevant to what the Council is trying to achieve for customers and customers do not have a set of service standards so they know what to expect from the Service. There are no aims for the strategic provision of public conveniences;

- Public conveniences are basic and lack disabled access and baby change facilities. Customers regard them as poor, even though they are kept clean;
- Waste minimisation and awareness raising activity lacks structure and needs a strategic approach, including planning work with partners to avoid duplication of effort. Although a significant amount of activities takes place, the level of waste produced by each household is high;
- The Council carries out less litter education activity than recycling and dog fouling education activity and would benefit from more liaison with landowners to achieve a clean district; and
- Performance management of the Service, although sound, needs to become more streamlined, reducing further the formality of the client/contractor divide.

The Service has promising prospects of improvement because:

- The Council, Councillors and officers together with other stakeholders, is committed to service improvement and is investing additional resources for recycling.
- It is addressing the issues which are important to residents, such as litter and dog fouling, and taking necessary action to meet tough government targets on recycling;
- There is good partnership activity with other councils and the private sector both existing, such as joint kerbside recycling, and planned for the future;
- The new Carlisle Vision is moving emphasis from service delivery towards outcomes for the customer; and
- There is a well structured performance management system

However,

- The Best Value Review was not used as the main focus for all service improvements and the improvement plan actions have yet to be incorporated into the service plans;
- The formal nature of the client/contractor split is impeding the full integration of service areas, particularly through having separate client and contractor service plans;
- There is an element of uncertainty over the source of funding for the planned recycling programme.

Recommendations

- To rise to the challenge of continuous improvement councils need inspection reports that offer practical pointers for improvement. In this context, the inspection team feels that the Council should now take action to resolve a number of general, political, managerial and partnership issues.
- We recommend the following, to be carried out within the next twelve months:

To improve customer service

- Develop and publish a set of service performance standards that clearly set out what customers can expect from the service;
- Improve the communication about, and publicity of, existing services, particularly the existing recycling facilities.

To achieve more effective services

- Use the Council's performance management system to integrate service planning and service improvement for waste management; and

- Develop a more strategic approach, particularly for public conveniences, by setting out the overall aims for the service, outcomes and measurement through improvement planning.

To achieve more effective waste minimisation activity

- Develop a framework that identifies outcomes, plans use of available resources and has ways of measuring achievement, in order that resources might be effectively used to best effect. Work with partners to avoid duplication of effort.

To achieve integration of service areas

- Join up service areas through integrated, rather than twin track, service planning and reduce still further the formality of the client/contractor internal relationship.
- Ensure integration of awareness raising activity so that litter education is not left behind dog fouling and recycling awareness raising.
- Extend integration activity for cleansing to other land, such as liaison with schools playing fields managers.

Results of Best Value Audit

Each year, our Best Value Performance Plan (incorporated in this Corporate Plan) is audited by District Audit, to ensure that it is both fair and accurate and contains all the required information. We received an 'unqualified' audit report last year, which means that the auditors thought our plan was good. However, they made some recommendations to help us improve in the future. Those recommendations, and our responses to them, are printed below:-

Ref	Issue	Suggested Action	Priority 1= Low 2= Med 3= High	Authority's response	Officer responsible	Time- scale
The BVPP						
R1	There were a small number of differences between the performance information and targets shown in the summary and full BVPP.	Ensure that arrangements are put in place so that all performance indicators and targets reported in the summary BVPP are consistent with the full BVPP.	2	Additional proof reading will be built into the production process	Performance Officer	Jan/Feb 2002
Integrating Best Value into the Council's business						
R2	Resource identification in action or implementation plans is still an area of weakness. This is an area which will need to be developed as the Authority considers its approach to priority based budgeting.	Ensure that action and implementation plans identify resource requirements to integrate with the Authority's emerging approach to priority based budgeting.	3	Already in handbook, message to be reinforced with review team leaders. Best Value Working Group will quality check.	Best Value Officer City Treasury Rep on Best Value Working Group	Sept 2001
R3	Whilst, there was no specific guidance available to assist review teams undertaking Best Value Reviews (BVRs) in areas such as partnership and cross cutting themes in Year 1 this is currently being developed.	Ensure that specific guidance to assist review teams undertaking BVRs of partnerships and cross cutting themes in Year 2 is completed.	3	Handbook will be strengthened in this area.	Best Value Officer	Sept 2001

Ref	Issue	Suggested Action	Priority 1= Low 2= Med 3= High	Authority's response	Officer responsible	Time- scale
R4	As part of the introduction of their new political structures the Authority is considering proposals for overview and scrutiny committees.	Assess what resources will be required in practice to support the new overview and scrutiny committee to ensure that members are further engaged in the Best Value process.	2	Being addressed through the Local Government Reform Working Group	Town Clerk & Chief Executive	Sept 2001
Performance Management						
R5	The Authority has strengthened its approach through the introduction of a strategic, performance framework that now more clearly links corporate, service and staff planning processes. However, the Authority has yet to fully implement all elements of the framework in practice.	Members should ensure that the new strategic performance framework is fully implemented across the Authority strengthening the following aspects in particular: <ul style="list-style-type: none"> - service planning needs to cover all services and activities and include an appropriate range and mix of performance indicators - links between corporate priorities, service specific objectives and financial budgets. 	3	Measures are already in place, including revised Service Plan template & guidance on Performance Management. Units' revised service plans will be reported to CMT and Members.	Head of Policy & Strategy Performance Officer	Sept 2001
R6	Quarterly monitoring of Best Value, Audit Commission and local performance indicators has strengthened arrangements in this area but reporting could be further enhanced to assist members' scrutiny of performance.	Monitoring reports could be improved by providing more narrative to place performance in perspective and further identification of the remedial action taken to address poor performance.	2	Measures already in hand	Performance Officer	July 2001 onwards

Ref	Issue	Suggested Action	Priority 1= Low 2= Med 3= High	Authority's response	Officer responsible	Time- scale
Improving Services						
R7	The Authority has set out an approach to compare in the Best Value Handbook. However, like many authorities Carlisle now but now needs to strengthen this approach by developing guidance on the balance and mix of quantitative and qualitative, input, output, outcomes, the Government's five dimensions of performance.	Develop guidance in the Best Value Handbook to cover the Government's five dimensions of performance.	3	Guidance on balanced comparison will be included in handbook	Best Value Officer	Sept 2001
R8	Although there is an approach to competition and a supporting procurement strategy there is no minimum level of evidence set out or a decision model to demonstrate a rigorous assessment of the options.	Provide more detailed guidance on the minimum level of evidence required to demonstrate that a rigorous assessment of procurement options has been undertaken.	3	Further guidance will be developed in handbook	Corporate Procurement Group Contract Services Manager Best Value Officer	Dec 2001
R9	Implementation plans for the BVRs have been produced and a corporate reporting process exists. However, there is no standard template for implementation plans and they do not identify resource requirements to deliver these improvements or their relative priority.	Develop a corporate template for implementation plans and ensure that they identify: <ul style="list-style-type: none"> - resource requirements - relative priorities. 	3	Measures already in hand	Best Value Officer Best Value Working Group	Dec 2001





Ref	Issue	Suggested Action	Priority 1= Low 2= Med 3= High	Authority's response	Officer responsible	Time- scale
R10	A detailed project plan has been developed to help the Authority deliver its BVR programme but this only covers the current year.	Extend project planning of the BVR programme to include future years so that timely action can be taken to address potential shortfalls in resources and required skills.	2	Principle accepted, resource constraints may delay action until later in the year	Best Value Officer CMT	Jan/Feb 2002
Responding to challenge						
R11	The Authority formally responded to all of last year's recommendations but the lack of delivery dates and allocation of responsibilities makes it difficult to monitor progress and ensure that an officer has been given the task of implementing change.	The Authority's action plan to respond to all our agreed recommendation should identify responsible officers and timescales.	2	Agreed		

Statement of Responsibilities

The authority is responsible for the preparation of the Performance Plan and for the information and assessments set out within it, and the assumptions and estimates on which they are based. The Authority is also responsible for setting in place appropriate performance management and internal control systems from which the Performance Plan has been derived. The Authority is satisfied that the information and assessments included in the plan are, in all material respects, accurate and complete and that the plan is realistic and achievable.

10. Appendix A

Revised Programme of Performance Reviews

Year 1 (2000/2001)	This Year (2001/2002)	Year 3 (2002/2003)	Year 4 (2003/2004)	Year 5 (2004/2005)
Economic Development	Organisational Assessment 		Regulation & Enforcement	Addressing the Low Wage Issue/Jobs for Local People
Tourism	Customer Contact	Community Engagement		Central Support Services
Communications	Regeneration	Local Planning	IT 	
Housing Voids	A Strategic Approach to Housing		Culture, Health & Wellbeing* 	
Elderly Services	Community Safety		Infrastructure, Environment & Transport* 	
Housing Debt Recovery				
Waste Management	Risk & Safety Management		Benefits	The Learning City
Property Management	Bereavement Services			
Municipal Maintenance	Concessionary Fares			
Leisuretime				

11. Appendix B

Performance Tables

Key to the Performance Tables Appendix

This Appendix consists of performance measurement tables for each portfolio. The tables are sub divided by the objectives established in section 3 of the Corporate Plan. They include a range of 'Performance Indicators' to show how we are doing. The first column includes the indicators and these are numbered, starting with BV, LP or CV. This tells you what kind of indicator it is:-

BV Means that it is a Best Value performance indicator. These are set by Government and all authorities must report on performance against them. They are designed to allow both local people and other authorities to compare their performance with that of others now and over a number of years. For this year a number of indicators have been deleted and some new indicators added.

LP Means that it is a local performance indicator, which we have developed ourselves for issues we think you will be interested in. They reflect our local priorities and some of them have been generated as the national BV indicators do not always accurately reflect local circumstances. These were first introduced in the 2000/01 Best Value performance plan and, as our performance has developed over the last two years, they have been refined. To align with our new corporate objectives and enable more focused assessment of our performance we have added or amended some indicators and a significant number have been deleted. We have highlighted in the comments box where we have retained indicators but they have been amended. The deleted indicators are included in the latter half of this appendix.

CV Means an indicator that has been developed by the City Vision Partnership to reflect community priorities. We have proposed to co-ordinate or collate this information to help achieve the community's objectives and to ensure that we are able to monitor and report upon our contributions.

It is apparent that we are stronger performers in some service areas than in others, and the indicators give you an accurate reflection of how we are doing at the moment. We will work hard to improve our performance in poorer areas and, in the future, these tables will enable you to see how much we have improved.

We have two columns containing previous years performance information (2000/01 and 2001/02), so you can see how we've done over a period of time and identify any trends. The column, (2001/02 target) tells you how we estimated we would perform at the start of the year. If there's a difference between our expected and actual performance we've explained why in the comments column. The 2002/03 and 2003/04 target columns show how we plan to perform over the coming years.

The top quartile (best 25 per cent) column is based upon national comparisons undertaken by the government for BV indicators. This information enables us to measure ourselves against the top 25% of District Council performers in each Best Value indicator that have been reported previously. The most recent information available is for 2000/01. The Government has also established standards for a number of BV indicators that have to be achieved by the financial year 2004/2005. These standards are highlighted in the upper quartile column. We aim to achieve these through continuous improvement and our fundamental performance review process. In the comments column we have highlighted the BV indicators (by the symbol ►) that we have prioritised for improvement according to local and national demands. We are also using these indicators to help us assess how we are performing across all our services according to the CPA process (described on page *****). Local performance indicators do not have a top quartile figure, as they are generated in line with local services and priorities and therefore cannot be compared with others.

NO.	DESCRIPTION	2000/01	2001/02 TARGET	2001/02	2002/03 TARGET	2003/04 TARGET	UPPER QUARTILE (00/01)	COMMENTS
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Communities

CO1 Encourage community participation and inclusion in the Carlisle area

CV1 (new)	% of respondents satisfied with their neighbourhood as a place to live				Survey to be undertaken			
BV2	The level (if any) of the Equality Standard for local government to which the authority conforms	N/A	Policy framework to be implemented	Policy prepared	Working towards level 1 of the Equality Standard for Local Govern.	Level 1	Level 1	▶
BV156	% buildings open to the public, in which all public areas are suitable for and accessible to disabled people	27%	19%	29.7%	29.7%#			▶ # Many of the older buildings are currently being reviewed and will meet DDA obligations but cannot be brought up to PI standard. Target also subject to possible outcome of LSVT and Leisuretime externalisation.
LP36	a) Membership of shopmobility# b) Number of wheelchairs available c) Level of user satisfaction	2786 42	3272 47	3265 47 99%	Not set* 55 N/A	58		# Reworded *Membership details to be reviewed.

CO2 Reduce crime & the fear of crime within our communities

CV4	Number of recorded crimes per 1,000 pop	95.72	N/A	109.38#	104.6	100.4		Amended LP1 # Increase is mainly as result of new recording procedures introduced from 1 April 2001 and greater police presence.
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NO.	DESCRIPTION	2000/01	2001/02 TARGET	2001/02	2002/03 TARGET	2003/04 TARGET	UPPER QUARTILE (00/01)	COMMENTS
BV126	Domestic burglaries committed per 1000 households	14.8#	6.73#	14.5	13.9	13.4	7	► # 2000/01 estimate & 01-02 target set for per 1,000 pop.
BV127	Violent crimes committed per 1000 population by a) a stranger b) in a public place c) in connection with licensed premises d) under the influence	11.6	11.36	16.6#	15.4	14.3	6	► # Increase is mainly as result of new recording procedures introduced from 1 April 2001 and greater police presence.
BV128	Vehicle crimes per 1000 population	12.8	12.58	14.14#	13.7	13.3	8	► # Increase is mainly as result of new recording procedures introduced from 1 April 2001 and greater police presence.
LP134	Number of public disorder incidents per 1,000 population	78.94 1.74 (offences)	1.79 (offences)	91.66# 2.35 (offences)	82.1	73.6		Previously BV130 # Increase is mainly as result of new recording procedures introduced from 1 April 2001 and greater police presence.
LP3	Number of CCTV cameras	32	41	48	55	60		
BV189 (new)	% residents surveyed who said they feel 'fairly safe' or 'very safe' whilst outside in the local authority area: a) after dark b) during the day	N/A	94%#	65% 88%	70% 90%	75% 93%		► # Previously LP96 with different data collation method
LP12	% of breaches of council accommodation tenancy cases requiring action that were resolved	N/A	Not available	81.8 % cases resolved	Further development on system – December '02.	83%		Amended.
BV174	The number of racial incidents recorded by the authority per 100,000 population	N/A	0	2	0	None	0	
BV175	The % of racial incidents that resulted in further action	N/A	0	0	0	None	67%	

NO.	DESCRIPTION	2000/01	2001/02 TARGET	2001/02	2002/03 TARGET	2003/04 TARGET	UPPER QUARTILE (00/01)	COMMENTS
BV176	The number of domestic violence refuge places per 10,000 population which are provided or supported by the authority	N/A	Not available	None	None	None	0.7	
BV177	Is the authority part of a Community Legal Service Partnership? TO % of authority expenditure on legal and advice services which is spent on services that have been awarded the Quality Mark and meet a priority need identified in the Community Legal Service Partnership strategic plan	N/A	Yes	Yes	100%#	100%		# Amended definition

CO3 Tackle poverty & deprivation by ensuring regeneration is focused in areas of greatest need

CV15 (new)	Position in DTLR index of deprivation				#			# Actual performance and targets to be established following publication of census data.
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Economic Prosperity

EP1 In partnership, develop, support & modernise the local economy

CV5 (new)	% businesses trading electronically				#			# Actual performance and targets to be established.
CV6 (new)	% of workforce employed in growth sectors				#			# Actual performance and targets to be established.
CV9 (new)	% of population in self employment				#			# Actual performance and targets to be established.
CV10 (new)	Number of new business starts				#			# Actual performance and targets to be established.

NO.	DESCRIPTION	2000/01	2001/02 TARGET	2001/02	2002/03 TARGET	2003/04 TARGET	UPPER QUARTILE (00/01)	COMMENTS
CV11 (new)	Perceptions of business support infrastructure				#			# Actual performance and targets to be established.
LP125	Visitor spend in Carlisle	N/A	N/A	#	#			# Figure not available
CV27	Revenue generated into Carlisle Conference Group (CCG) venues through the CCG office	£84,083	£71,500	£126,687	£135,000			Previously LP59
LP57	% of units let as a % of total units available to let	91.1%	89.6%	91.85	91.9	91.95		

EP2 In partnership, develop and retain skills in the Carlisle area

CV7 (new)	% of population with higher level qualifications (first degree)				#			# Actual performance and targets to be established.
CV8 (new)	% of local College leavers who find jobs locally				#			# Actual performance and targets to be established.
LP62	% of New Deal leavers obtaining jobs	37%	40%	43%	44%			

Health & Well-Being

HW1 Promote healthy living & lifestyles

CV12 (new)	Standardised mortality ratios				#			# Actual performance and targets to be established.
CV14 (new)	Gap in mortality between manual groups and the population as a whole (for children under one year)				#			# Actual performance and targets to be established.
CV16 (new)	% participating in leisure, sports & fitness activities primarily as a method of exercising				#			# Actual performance and targets to be established.
CV17 (new)	% of population who feel it is easy to access leisure, sports & fitness facilities, if they want to				#			# Actual performance and targets to be established.

NO.	DESCRIPTION	2000/01	2001/02 TARGET	2001/02	2002/03 TARGET	2003/04 TARGET	UPPER QUARTILE (00/01)	COMMENTS
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LP97	The number of visits for leisure activities per 1000 population	7799	6050#	8105	8150	8200		# Definition now changed and actual performance backdated to include variety of activities.
LP98	The net cost per swim/visit	0.89	0.97#	0.88	0.85	0.82		# Definition now changed to include all relevant costs for activities.
LP16	Customer satisfaction level for the activities and the standards of sport, recreation, health and fitness service.	83.5%	66	#				# Next survey to be undertaken in 2002/03 subject to outcome of externalisation of facilities.
LP28	Burial & cremation income as % of expenditure	68.6	69	69	75	81		
LP103	Position of Carlisle in the national Institute of Burial and Cremation Administration's Best Value Assessment Process	4 th	3 rd (out of approx. 42)	5 th (out of 56)	3 rd (out of 56)	3 rd		# Position changed due to increase in number of services assessed.

HW3 Co-ordinate a strategic approach to housing

BV62	The proportion of unfit private sector dwellings made fit or demolished as a direct result of action by the local authority	1%	1%	2%	2%	#	3.6	► # Target to be set subject to LSVT and anticipated DTLR guidance.
BV63	Energy Efficiency: the average Standard Assessment Procedure (SAP) rating of local authority owned dwellings		Outstanding from 2000/01	Software not yet available	Software to be implemented		59	
BV64	The number of private sector dwellings that are returned into occupation or demolished during 2001/2 as a direct result of action by the local authority	0.9%	1%	0.84%	1	#	2.6	► # Target subject to LSVT and anticipated DTLR guidance. Amended PI.

NO.	DESCRIPTION	2000/01	2001/02 TARGET	2001/02	2002/03 TARGET	2003/04 TARGET	UPPER QUARTILE (00/01)	COMMENTS
BV66	Rent collection and arrears: a. Proportion of rent collected (%); b. Rent arrears of current tenants as a proportion of the authority's rental income (%); c. Rent written off as not collectable as a proportion of the authority's rental income (%).	97.4%# 3.67%# 0.8%#	96.8% 3.13 0.9	96.7% 3.59% 0.85%	97.4% 2.89% 1.8%	97.65 2.8% 0.9%	98.4 1.9 0.2	► b & c local indicators. # Data methodology revised during 01-02 to include housing benefit rents & backdated for 00-01.
LP135	Average relet times for dwellings let in the previous financial year (days); (a) all properties (b) properties excluding Botcherby/Raffles	70.6* 95# 67#	 84# 42#	82.6* 111# 84#	 96 67	 80 60	N/A	# Data collation method changed since target set & subsequently revised for 00-01. * Calculated at previous BV68 definition. Generally properties require greater investment to make them more lettable and it is intended this will be addressed in LSVT process
LP136	Percentage of rent lost through the local authority's dwellings becoming vacant	5.9	4.92	6.03	6.0	5.7	0.9	Previously BV69 Explanation as LP135.
BV74	Satisfaction of tenants of council housing with the overall service provided by their landlord: with results further broken down by i) black & minority ethnic & ii) non-black and minority ethnic tenants	74% (+/-4%) i) ii)	N/A		*N/A #	80%	86%	* Amended # Data for i & ii is not statistically valid due to local demographics that means confidence interval is 43%.

NO.	DESCRIPTION	2000/01	2001/02 TARGET	2001/02	2002/03 TARGET	2003/04 TARGET	UPPER QUARTILE (00/01)	COMMENTS
BV164	Does the authority follow the Commission for Racial Equality's code of practice in rented housing and follow the Good Practice Standards for social landlords on tackling harassment included in the Code of Practice for Social Landlords: Tackling Racial Harassment	No	No	No	No	Yes		
BV183 (new)	The average length of stay in i) bed & breakfast accommodation and ii) hostel accommodation of households which include dependent children or a pregnant woman and which are unintentionally homeless or in priority need	N/A	N/A	New Indicator	i) nil ii) 4 wks#	i) nil ii) 3.5 wks	1.0	► # Performance will depend upon outcome of LSVT
BV184 (new)	a) % of local authority homes which were non decent at 1 April 2002 b) % change in proportion of non decent LA homes between 1 April 2002 and 1 April 2003.	N/A	N/A	New Indicator	Awaiting software upgrade	Systems in place#		► # Targets to be set once base figure and further clarification from DTLR is received.
BV185	% of responsive (but not emergency) repairs during 2002/03, for which the authority both made & kept an appointment.	99.5	N/A	99.8	99.9%	100%		► # Previously ACD2
LP72	The proportion of repairs carried out within local priority time scales	89	95	80.5#	90	95		# Drop in performance due to combination of different data collation methods, delays for extenuating circumstances and periods of high demand.

NO.	DESCRIPTION	2000/01	2001/02 TARGET	2001/02	2002/03 TARGET	2003/04 TARGET	UPPER QUARTILE (00/01)	COMMENTS
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HW4 Fulfil our statutory requirements for Environmental Health

BV166	Score against a checklist of enforcement best practice for environmental health/trading standards	N/A	To produce policies	80	85	90		
LP114	% of food premises inspections that should have been carried out that were carried out: High Risk:- Others:-	67.1 81.3	85 85	81.75# 70.25	85 85	87 87	100 100	# Performance lower than expected due to staff shortage now resolved.
LP110	% of noise complaints resolved	N/A	98	95.6	95	95		

Infrastructure, Environment & Transport

IET1 Promote a sustainable environment

CV20 (new)	Biodiversity: Length of hedgerows a) planted, b) restored c) lost				#			# Information to be collated
CV21 (new)	Reductions in the tonnage of CO2 emitted as a result of energy efficiency measures installed	2755	3000	3000	3250	3500		Revised CV indicator
LP108	a) Achieve Energy Saving Trust targets for Energy Efficiency Surveys b) Number of home energy checks undertaken		100% 4000	100% 16739#	100% 4000	100% 4500		# Number of visits expected to plateau after 01-02.
BV180 (new)	a) Energy consumption/m ² of local authority operational property, compared with comparable buildings in the UK as a whole. b) Average lamp circuit wattage compared with average consumption/wattage by local authorities in the UK				#			# System to be established by December 2002 to obtain data & targets set.

NO.	DESCRIPTION	2000/01	2001/02 TARGET	2001/02	2002/03 TARGET	2003/04 TARGET	UPPER QUARTILE (00/01)	COMMENTS
BV82 (CV22)	% of the total tonnage of household waste arisings which have been: a) recycled b) sent for composting	6.7* 4*	11.5 7	7.6# 3.3	10 6	12 10	12 0.4	► # Figure lower than estimated as Civic Amentities Waste removed from calculation. 00/01 figure revised accordingly.
BV84	Number of kilograms of household waste collected per head	463#	103*	487	473	464	351	► # Reassessed to ensure consistency of data with subsequent years. * Calculated as a %
LP137	No. of collections missed per 100,000 collections of household waste	1.83	1	2.1	2	2	24	Previously BV88
BV86	Cost of waste collection per household	£18.43	£19.50	£19.50#	£20.18	£20.89	£25.54	► # Estimates & targets set prior to financial outturn.
LP112	Cost of street cleaning a) Per household b) Per km of highway	N/A	£18.81 £491.62	£18.81# £491.62	£19.47 £508.83	£20.15 £526.64		#Estimates & targets calculated prior to financial outturn.
BV91	% of population resident in the authority's area served by a kerbside collection of recyclables	75%	75%	80%	80%	90%	100%	► Amended PI
BV106	% of new homes built on previously developed land	35.2#	40	35#	40	45	75	► # Lower than estimated for 2000-01 & 01-02 due to less demand for brownfield sites than expected. This is partly as the district only has limited available land as a result of previous redevelopment policies. RPG has established a 50% target for Carlisle.
BV107	Planning cost per head of population	£8.45	£7.54	£7.50#	£7.50	£7.50	£11.54	# Estimate prior to outturn.

NO.	DESCRIPTION	2000/01	2001/02 TARGET	2001/02	2002/03 TARGET	2003/04 TARGET	UPPER QUARTILE (00/01)	COMMENTS
BV109	% applications determined within 8 weeks changed to: % of applications determined in line with the Government's new development control targets to determine a) 60% of major applications in 13 weeks b) 65% of minor applications in 8 weeks c) 80% of other applications in 8 weeks	73.09%	75	72%# 46% 67% 76.6%	 60% 75% 80%		73	► Amended for 2002/03. #Authority's performance has dropped due to an increase in number of applications and recruitment difficulties.
BV188 (new)	Number of decisions delegated to officers as % of all decisions	79%	N/A	81%	80%#	80%	90% DTLR target	# Currently anticipating changes to the current scheme of delegation which would enable figure to improve.
BV179	% of standard searches carried out in 10 working days	99.2	96.5	98#	98.5	99	100	► # Performance dropped due to arrangements for highways searches changing to an external body and some delays have been experienced. Problem has been reported and is being monitored.
LP100	Net expenditure per hectare on parks & open spaces	£2351	£2405	*£2675	£2800	£2850		Figure higher than target due to growth in capital receipts paid for improvements.

NO.	DESCRIPTION	2000/01	2001/02 TARGET	2001/02	2002/03 TARGET	2003/04 TARGET	UPPER QUARTILE (00/01)	COMMENTS
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IET2 Promote good access and transportation in and around the city

CV13 (new)	How easy is it for you to get to the following using your usual form of transport? a) corner shop b) supermarket c) post office d) doctor e) local hospital f) public transport facility g) recycling facility h) leisure facilities				Survey to be undertaken			
CV19 (new)	% of respondents who feel that the local infrastructure meets their needs				Survey to be undertaken			
LP138	Cost per passenger journey of subsidised bus services	51p	49p	37p	39p	41p		Previously BV94. Reduced as consequence of BV Review. See BV section for details.

Celebrating Carlisle

CC1 Improve Carlisle's image, locally, nationally and internationally

CV23 (new)	Establish a representative, multi-agency partnership identifying and progressing a clear image for Carlisle			Established	New branding to be in use from January 2003	Regional marketing campaign by August 2003		
LP139	% people with positive perception of Carlisle, locally, nationally and internationally				Undertake survey			
LP126	Use of City Council web site	N/A	N/A	1,913,603	3,000,000	3,500,000		

CC2 Have cultural and educational facilities of a high standard

CV25 (new)	Level of investment in river frontage in the Carlisle area for entertainment & leisure purposes				#			# Actual performance and targets to be established.
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NO.	DESCRIPTION	2000/01	2001/02 TARGET	2001/02	2002/03 TARGET	2003/04 TARGET	UPPER QUARTILE (00/01)	COMMENTS
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CV26 (new)	Level of investment in museums & cultural sector				#			# Actual performance and targets to be established.
CV28 (new)	By November 2002 investigate the creation of: ♦ learning city ♦ dedicated theatre & arts facility				Review by November			
CV18 (new)	% of population who feel it is easy to access cultural activities, if they want to				Survey to be undertaken			
BV114	The adoption by the authority of a Local Cultural Strategy?	No	To prepare	#	Reviewing#			# Culture is being incorporated within strategies that are being developed as part of community planning process.
BV170	a) Number of visits to/usages of museums per 1,000 population b) Number of those visits that were in person per 1,000 population c) Number of pupils visiting museums and galleries in organised school groups	2,063 1,974 10,855	2136 1942 12,000	4966* 2423* 13,192	5400# 2500# 13,200#	5500# 2550# 13,250#	584 504	► # Subject to service review c) Formerly BV113. * Increase due to opening of Millenium Gallery (a & b) and introduction of new website (a).
LP124	a) Net cost of visit/usage ~ b) External funding for Museums and Arts in Carlisle	£4.58 £154,190	£5.81 £82,000	£2.50# £180,400	*		£3.94	# Estimate based upon outturn. Big reduction due to large increase in visits/usage. * Targets to be set subject to review. ~Previously AC15.
LP84	Customer satisfaction level for the mix, variety & quality of arts & entertainment programme a		76%	#				# Survey to be undertaken in 2002/03 subject to externalization.

NO.	DESCRIPTION	2000/01	2001/02 TARGET	2001/02	2002/03 TARGET	2003/04 TARGET	UPPER QUARTILE (00/01)	COMMENTS
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LP102	The net cost per attendee for Sands Events	£0.58	£6.50#	£0.64	£0.60	£0.58		#Definition changed to focus upon direct costs & usage
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CC3 Make best use of our heritage and natural surroundings

CV24 (new)	% of tourists who intend to return to Carlisle in the future				Survey to be undertaken			
LP140 (new)	Number of visitors to Carlisle				#			# Figure not available

Council Management

CM1 To ensure that the council provides sound corporate governance

LP141 (new)	Score for corporate assessment as part of CPA			Preparation	'Striving' or equivalent score			
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CM2 To provide an effective, well-managed organisation with good staff morale and excellent communications

LP142 (new)	% staff satisfied with internal communications		N/A	38%	65%	78%		
BV11	% senior management posts filled by women#	14.3*	11	21*			27	► # Different definition for 2002/03 onwards. * Increase due to new appointments
	a) % of top 5% of earners that are women	N/A	#	16	17	19		
	b) % of top 5% of earners from black & minority ethnic communities	N/A	#	0	0	0		

NO.	DESCRIPTION	2000/01	2001/02 TARGET	2001/02	2002/03 TARGET	2003/04 TARGET	UPPER QUARTILE (00/01)	COMMENTS
BV12	Number of working days/shifts lost due to sickness absence	12.2	8.7	12.7# days	11 days	9 days	8.2*	▶ * 6.8 (DTLR target for 04/05) # Sickness absence has not reduced as forecast, principally as half of absences are due to long-term sickness, and these are taking longer to resolve. Action plan being implemented to reduce levels.
BV14	% of employees retiring early (excl. ill health retirements) as a % of total work force	0.3	0.4	0.54	0.6	1.0	0.19*	▶ 0.45 (DTLR target for 04/05)
BV15	% of employees retiring on grounds of ill health as % of total workforce	0.6	0.65	1.17	1	0.9	0.22	▶ * 0.35 (DTLR target for 04/05)
BV16	a) % of local authority employees declaring that they meet the Disability Discrimination Act 1995 b) % of economically active people in the authority area declaring they are disabled	1 14.4	0.98	0.81 14.4	0.9	2	3	▶
BV17	a)% of local authority employees from ethnic minority communities compared with: b) % of economically active minority ethnic community population in authority area	0.3 1.6	0.5	0.18# 1.6	0.2	0.4	1.7	▶ # Figure lower than expected due to staff turnover.

CM3 To develop our community planning process to ensure it addresses the aspirations and needs of our local communities

CV3 (new)	% of respondents who felt they were part of the City of Carlisle			N/A	Survey to be undertaken			
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NO.	DESCRIPTION	2000/01	2001/02 TARGET	2001/02	2002/03 TARGET	2003/04 TARGET	UPPER QUARTILE (00/01)	COMMENTS
BV1	a) Does the authority have a Community Strategy developed in collaboration with the local strategic partnership, for improving the economic, social and environmental well being in a way that is sustainable? b) Reviewed by c) Reporting progress to wider community by?	Not applicable	Yes	Yes	Yes	Yes		
					March 2003	March 2005		

CM4 To reinvigorate democracy & improve voter turn-out at elections

CV2 (new)	% of people who felt involved in decision making in the City			N/A	Survey to be undertaken			
LP143	% turnout for local elections	30.7	N/A	N/A	31.7 (actual)	38	37	► Previously BV6

CM5 To ensure our services are focussed on our customer needs

LP144 (new)	% customers with increased levels of satisfaction from customer contact service			N/A	Changes to be implemented	90%		
LP145	The average cost of handling a Housing Benefit or Council Tax Benefit claim, taking into account the differences in the types of claim received	£48#	£110#	£45.27	£56##	£54	£49	Previously BV77 # DTLR method of weighting cases introduced after target set & 00-01 estimate. ## Costs to increase through LSVT 02/3 and private processes more costly.

NO.	DESCRIPTION	2000/01	2001/02 TARGET	2001/02	2002/03 TARGET	2003/04 TARGET	UPPER QUARTILE (00/01)	COMMENTS
BV78	Speed of processing (days): a. average time to process new claims; b. average time for processing notifications of changes of circumstance c. % of renewal claims processed on time	52## 18 70.3	40 25 80	51# 19 72#	46 16 75	37 12 82	* 33 8 85	► * DTLR standards for 2006/7 a- 36, b- 9, c- 83 # Time taken longer than expected due to implementation of verification framework. ## Performance higher than forecast due to improvement in response times.
BV79	Accuracy of processing: a) % of cases for which the calculation of the amount of benefit due was correct on the basis of the information available to the determination, for a sample of cases checked post-determination b) % of recoverable overpayments (excl. Council Tax Benefit) that were recovered in the year	97 66.5#	95 60	95 51.2*	97 53*	97 55*	98 72◇	► # Figure based upon private tenants only. Rest of figures are inclusive for all tenants. * Based upon new definition which has reduced %. ◇ Calculated at previous definition.
LP94	% of letters replied to within target times within authority	97.8	97	97	98	98.5		
LP95	% of phone calls answered within target time	94.8	95.5%	95	97#	97.5		# Subsequent targets will depend on outcome of Housing LSVT

CM6 To manage our performance for the community's benefit

LP146 (new)	Average score within designated national PIs			1.8	2.1	2.3		Designated PIs are symbolised by ►
LP147	% residents satisfied with the Council	61% (+/-3%)	N/A	N/A	66%	72%	72%	Previously BV3

NO.	DESCRIPTION	2000/01	2001/02 TARGET	2001/02	2002/03 TARGET	2003/04 TARGET	UPPER QUARTILE (00/01)	COMMENTS
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CM7 To effectively manage our resources strategically through 3 year financial planning

BV76	Security: Does the authority have a written and pro-active strategy for combating fraud and error which embraces specified initiatives incl. those sponsored by the DSS, which is communicated regularly to all staff	Yes	Yes	Yes	Yes	Yes		
BV8	% of invoices for commercial goods and services which were paid by the authority within 30 days of receipt	90	97.5	97.5	100	100	94	▶ 100% (DTLR target for 02/03)
BV9	% of Council Tax collected	95.9	95.8 – 96.5	96.1	96.3	96.5	98.2*	▶ * DTLR target for 04/05
BV10	% non-domestic rates due that were received	96.4#	97.8	97.8	98	98.3	98.7*	▶ * DTLR target for 04/05
LP130	Total net spending per head of population	£115.50	£121.40	£121.40	£127.20	£131.90	£88	

CM8 To ensure our services can be accessed electronically by 2005

BV157	The number of types of interactions that are enabled for electronic delivery as % of the types of interactions that are legally permissible for electronic delivery	N/A	N/A	31	44	64		▶ Amended
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NO.	DESCRIPTION	2000/01	2001/02 TARGET	2001/02	UPPER QUARTILE (00/01)	COMMENTS
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The following indicators have been deleted for 2002/03. A number of them have been deleted by the DTLR and these are highlighted in the comments column. And as a consequence of introducing new quality of life and management objectives, we have also deleted a number of local indicators that are no longer useful in helping assess our corporate performance. These indicators were included in the 2001/02 BVPP so we are providing details about our performance to enable you to see how we performed against our expectations. Some of the indicators remain important for business units and these will continue to be used within service planning.

Community Activities

BV173	Has the local authority established a corporate strategy to reduce crime and disorder in their area? Yes/no.	No	No	No#		Deleted by DTLR # The authority is a statutory partner in a district wide Crime & Disorder Strategy.
LP6	Achieve new SCPA status for city centre car parks	6	6	6		
LP7	Number of off-street car parking spaces: <i>with</i> Secured By Design standards <i>without</i> Secured By Design standards	1498 1389	1498 1389	1498 1389		
LP9	% operational functionality of cameras achieved in CCTV Control Room system per annum	96	95	97		
LP10	Develop & operate a pilot scheme to provide improved security measures in higher risk homes	N/A	Develop and review	17		
LP11	Public street lighting faults, that are the Council's responsibility, undertaken within client defined time scales	90	95	99		
LP24	a) % occupancy of available allotment plots b) Carlisle's position in the National Allotment competition	90% No competition	94% 9 th	93% No competition		

NO.	DESCRIPTION	2000/01	2001/02 TARGET	2001/02	UPPER QUARTILE (00/01)	COMMENTS
LP25	a) No of playgrounds containing equipment useable by children of all abilities b) % of play areas that meet National Playing Fields Association (NPFA), Local Equipped Area for Play (LEAP) standards	2 20%	2 21%	4# 36%#		#Revised approach to LEAP categories has increased % meeting standards
LP31	a) No. of play activity clubs b) No of attendances c) Satisfaction levels of children & parents	27 3332	44 9000 75%	41 10100 80%		
LP32	a) No of special outdoor community events organised b) No of groups involved in organisation of events c) Level of customer satisfaction with events (new)	6 15 N/A	5 8 75%	5 13 83.5		
LP33	a) No. of centres leased to Community Associations b) No. & range of training courses arranged for voluntary centre managers c) User satisfaction with facilities offered (amended) d) No. of IT links created with parishes (new)	1 8 & 6 N/A N/A	8 8 & 5 70% 15	9 9 & 6 83% 8		
LP35	a) No. of Community Grants awarded (amended) b) Multiplier effect of project value on grant c) No of projects assisted through the Parish Councils Capital & Village Halls Grant Schemes (amended)	90 10:1 N/A	90 10:1 55	74 12:1 24		
LP99	Number of playgrounds & play areas provided by the council per 1,000 children under 12	8	8	8		
LP104	Number of enquiries for curatorial members of staff	3500	3500	2166#		# Number lower than expected due to drop during foot & mouth crisis and reallocation of resources to other projects.

NO.	DESCRIPTION	2000/01	2001/02 TARGET	2001/02	UPPER QUARTILE (00/01)	COMMENTS
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LP105	Number of Tullie House specialist workshops and events working with the community, education, health and deprived wards	293	305	232#		# Numbers lower than expected due to a number of cancellations due to the foot & mouth crisis.
LP107	a) The number of records input into the local biological records database b) No of database records used in response to external enquiries and used in the production of publications and exhibitions	N/A	10,000 25,000	18,709 248,398		
BV116	Spending per head of population on cultural & recreational facilities & activities	£45.56#	£35.32#	£47.15	£14.48	# 2000-01 estimate reported last year & 01-02 target calculated using different data collation methodology. Deleted by DTLR
BV119	% of residents satisfied with the authority's cultural and recreational facilities & activities	59% (+/- 2.7%)*	N/A	N/A	58%	Next survey to be undertaken in 03-04. * Confidence levels in brackets.
BV169	a) The number of museums operated by the authority, & b) The % of that figure which are registered under the museums scheme	2 100	2 100	2 100	3.2 52%	Deleted by DTLR
LP82	a)% of schools in Cumbria who are members of the user group. b)Overall customer satisfaction with the service. c)Number of Tullie Card visits to Border galleries as % of total visits to Border galleries.	26% N/A 22%	35% Not available 20%	27% N/A 40%		
LP123	a) Number of Tullie House exhibitions & events b) Customer satisfaction with exhibitions & events	N/A	Not available	296		

NO.	DESCRIPTION	2000/01	2001/02 TARGET	2001/02	UPPER QUARTILE (00/01)	COMMENTS
LP83	To programme at the Sands Centre a minimum of:					
	a) 20 classical music and opera	21	As across	13		
	b) 2 dance/ballet	1		11		
	c) 2 theatre/drama	0		0		
	d) 15 rock and pop	16		15		
	e) 10 easy listening, variety & music	14		13		
	f) 5 comedy	4		1		
	g) 5 teenage dance	4		2		
	h) 10 childrens' shows	24		35		
	i) 30 non entertainment events	32		36		

Economic Prosperity

LP54	Does the Council have a Local Economic Development Strategy adopted by 31 March p.a?	Yes	Yes	Yes		
LP55	No. of general development enquiries	138	250	#		# Focus upon types of enquiries changed during the year & this PI became inappropriate.
LP58	No. of users of Brampton Business & Telecentre	5546	5500	4912#		# Decrease arose during Foot & Mouth crisis
LP60	No. of new jobs created at Kingmoor Park	77	120	185#		# Increase linked to 'Park' being firmly established as strategic business location and attracting significant new job enquiries.
LP131	% rental income generated as a proportion of the open market value of the Council's commercial property portfolio.	9%	9.1%	9.1%		

Health & Well-Being

LP17	To obtain a high customer satisfaction level for the activities and standards of swimming service at the Pools.	80.5%	66	58#		# Survey based upon users & non users. Previous survey focused upon users only.
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NO.	DESCRIPTION	2000/01	2001/02 TARGET	2001/02	UPPER QUARTILE (00/01)	COMMENTS
LP19	To obtain a high customer satisfaction level for the activities and standards of service at golf facilities.	N/A	72	48#		# Survey based upon users & non users. Previous survey focused upon users only.
LP20	To obtain a high customer satisfaction level for the activities and standards of service at the Sheepmount, Bitts Park & St James.	N/A	61	#		# Survey to be undertaken in 2002/03 subject to outcome of externalisation of facilities.
LP101	The net cost per user for outdoor sporting recreation	£1.15	£1.12	£1.14		
LP21	a)% informal inspections of public parks & open spaces that fail to meet standard b) default or rectification orders given	86.8 15	87 30	87 45		
LP22	a) No of countryside events organised b) Average no of attendees c) Levels of satisfaction	31	17 5 N/A	39# 20 80%		# Large increase due to growth in demand for talks & walks.
LP23	a) No of volunteer conservation work days b) Average no of attendees c) % work completed	N/A	50 5 90	20# 10 100		# Number of work days down due to restrictions during foot & mouth crisis.
LP27	Level of satisfaction with quality of service to applicants for burial and cremation	N/A	95%	#		# To be undertaken in 2002/03.
LP29	a) No. of TOPs sites b) No. of GP practices/health agencies working in partnership with the section.	35 15	84 6	119 14		
LP38	a) % of inspections of premises undertaken when due under Health & Safety Act b) % of actions on accident notifications within 2 working days	46 97	90 100	100 100		
LP39	No of projects developed in pursuit of the authority's powers for the promotion of social, economic and environmental well-being	12	N/A	15		
LP51	% response to environmental health complaints and requests for services within agreed timescales	87%	90	98.3		
LP79	% registered premises inspected at least once during the year	100	100	100		Merged with LP122.

NO.	DESCRIPTION	2000/01	2001/02 TARGET	2001/02	UPPER QUARTILE (00/01)	COMMENTS
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LP109	% action on infectious disease notifications within 2 working days	N/A	95	99.5		
LP111	Numbers of dog owners approached by enforcement officers	N/A	N/A	1254		
LP115	% of food premises achieving an improved risk rating	N/A	N/A	27.6		
BV65	The average weekly costs per local authority dwelling of housing a) management b) repairs	£10.18 £11.96	£10.40 £12.97	£10.40# £12.97	£8.06 £10.33	Deleted by DTLR # Estimate prior to financial outturn.
BV67	% of homelessness applications which the authority makes a decision on and issues written notification to the applicant within 33 working days	96.2	96	96.8	97	Deleted by DTLR
BV71	The number of local authority dwellings receiving renovation work during 2001/02 as a % of the number needing renovation work at 1 April 2001	160 <5k 0.04% > 5k#	95% <5k 100% > 5k#	#127.3% <5k 25%>5k	52% 8.5%	Deleted by DTLR # Performance for <5k properties greater than forecast due to more properties repaired because of lower average costs. Renovations for over 5k properties were lower than expected as number of anticipated extensions did not materialise.
BV72	The percentage of urgent repairs completed within Government time limits	95	98	Provisional 89.3%#	97	Deleted by DTLR. # Drop in performance linked to software problems that are being investigated.
BV73	The average time taken to complete non-urgent responsive repairs	31.37 days	31 days	39.4 days#	12 days	Deleted by DTLR # Performance dropped due to problems with contractors' service delivery. Currently in consultation with contractors and tenants group to resolve the situation.

NO.	DESCRIPTION	2000/01	2001/02 TARGET	2001/02	UPPER QUARTILE (00/01)	COMMENTS
BV75	Tenant satisfaction with arrangements for participation in management and decision-making, including the local Tenant Participation Compact	72 (+/-3.9%)	#		70%	# Survey next undertaken in 2003/04
LP64	Proportion of responsive and planned housing repairs post inspected to determine value for money and quality standards are maintained.	9.2	12	7.1		
LP65	The number of new applications for council housing registered	1778	1600	2025		
LP66	The number of housing: a. offers made b. actual lettings c. refusals d. withdrawn e. pending	1454 1032 (71%) 422	70% offers made accepted	1340# 1048(79%) 131 143 (18)		# The approach to letting properties has been revised and is more specific, leading to reduced number of offers but higher levels of acceptances.
LP67	Proportion of properties let to new tenants within 28 days of termination of previous tenancy	22.1	28%	10%#		# See LP66
LP69	% of recommended actions for housing arrears recovery confirmed/complied with, within set targets	90.6% - 2 days 96.8% - 5 days	80% - 2 days 100% - 5 days	80.3% - 2 days 95.4% - 5 days		
LP70	a) Number of housing arrears cases b) Value of debt c) Average debt.	2509 624k £249	2300 £559,023 £243	2433# £647,737 £266		# Performance lower than forecast as new procedure designed to reduce level of debt was introduced later than originally planned. PI incorporated within BV66b.
LP71	Percentage differential between Opening and Closing year end balances in monthly rent account	- 14.4%	- 9.2%	-5.6%		
LP73	% of expenditure from Repairs & Maintenance budgets contained to within +1/-2%	91%	98%	98%#		# Estimate prior to financial outturn.
LP77	The level of tenant satisfaction with:- a. The Gas Maintenance Service b. the Responsive Repairs Service	91 94	98# 99	90.8% 95.8%		# Targets set based upon 2000/01 data that had been calculated by a different methodology.

NO.	DESCRIPTION	2000/01	2001/02 TARGET	2001/02	UPPER QUARTILE (00/01)	COMMENTS
LP118	New tenancies given to vulnerable people excluding elderly people, as a percentage of all new tenancies	0.2	5%	3%	19%	Previously ACD4.
LP119	a. No of visits by Housing visitors to elderly tenants b. No of community alarm systems installed	N/A	12000 (per quarter) 20 (p q)	40860# 203		# Housing visit service has become more targeted towards clients that essentially use the service.
LP120	Number of acceptances of homeless people	N/A	N/A	97		
LP121	Number of homeless people per 1,000 population	N/A	Not available	1.07		
BV70	The average annual change in average SAP rating of LA owned dwellings	N/A	Outstanding from 00/01	#	3.1	Deleted by DTLR # Awaiting software implementation
LP122	% of registered premises complying with required standards	N/A	100%	100%		
LP80	% of Disabled Facilities Grant applications processed for adaptations and alterations to houses to allow their use by disabled persons within 2 working days	N/A	100%	100%		
BV80	Overall satisfaction of users with*: contact/access facilities (+/-3%) service in benefit office (+/-4%) telephone service (+/-6%) staff in benefit office (+/-2.9%) clarity etc. of forms & leaflets (+/-4%) time taken to reach a decision (+/-4%)	75% 76% 68% 82% 56% 62%	#		85% 88% 82% 87% 67% 77%	# Survey next undertaken in 2003/04. * Confidence levels in brackets.

Infrastructure, Environment & Transport

BV81	Has the authority completed review & assessment of air	Stage 3 produced				Deleted by DTLR
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NO.	DESCRIPTION	2000/01	2001/02 TARGET	2001/02	UPPER QUARTILE (00/01)	COMMENTS
BV85	Cost per square km of keeping relevant land and relevant highways for which LA is responsible clear of litter & refuse	£28,266*	£671.14*	£29255.31#	£32,388	Deleted by DTLR # Estimated prior to financial outturn. * 2000-01 estimate reported previously & 01-02 target based upon different method of calculation.
BV89	% people satisfied with cleanliness standards	73% (+/-2.7%)	#		72%	Deleted by DTLR # Next survey to be completed 2003/04
BV90	% people expressing satisfaction with recycling facilities, household waste collection & civic amenity sites	Waste collection 91% (+/- 1.5%) Recycling 72% (+/-2.8%)	#		91% 75%	Deleted by DTLR # Next survey to be completed 2003/04
BV92	Local Transport Plan	Implement	Implement	Implement		Deleted by DTLR
BV108	The number of advertised departures from the statutory plan approved by the authority as a % of total permissions granted	0	0.02	0	0.07	Deleted by DTLR
BV110	Average time taken to determine all applications (weeks)	8.28	8.10	8.29	9	Deleted by DTLR
BV111	% applicants satisfied with service received for planning applications	96% (+/-5%)	#		84%	# Next survey to be completed 2003/04
BV112	Score against a checklist of planning best practice	6:10	7:10	6:10#	7:10	Deleted by DTLR # Target not achieved due to 15% increase in applications that meant resources had to be refocused.
BV178	% of total length of footpaths and other rights of way which were easy to use by members of the public	N/A		#		# Work area is a county council responsibility.

NO.	DESCRIPTION	2000/01	2001/02 TARGET	2001/02	UPPER QUARTILE (00/01)	COMMENTS
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LP14	To meet budget targets for car park income.	95%	95%	106%#		# Reasons for increase include growing numbers of visitors and changes to parking permit arrangements.
LP37	a) % of call-outs for dangerous structures identified within 24 hours b) Number of structures identified.	100% 24	100 30	100 28		
LP41	% of sewer incidents dealt with in accordance with client priorities.	100%	100%	100%		
LP43	% of screen cleaning land drainage programme achieved	100%	95%	100%		
LP45	% delivery of agreed programmes of municipal maintenance work	100%	100%	100%		
LP47	% of available Building Control Service work retained.	95%	92%	97%		
LP49	a) % spent of conservation grant aid funding on repairs to Historic Buildings b) % of conservation grant aid applications responded to within 10 days c) Number of properties granted aided	100% 97% N/A	100% 100% 20	100% 100% 21		
LP50	Checking full plans applications submitted for building regulation approval within: 7 working days – domestic applications 21 working days – other applications	N/A	90 100	83 96		
LP106	% of requests for works covered by Tree Preservation Orders and located within conservation areas processed within statutory time periods	N/A	95	97		
LP113	Produce Contaminated Land Strategy in accordance with Government time scale	N/A	To produce	Produced		
LP116	% of highways that are of a: high or acceptable standard of cleanliness.	100%	100%	100%	98	
LP117	Average time taken to remove fly tips	1 day	1 day	1 day	1 day	

NO.	DESCRIPTION	2000/01	2001/02 TARGET	2001/02	UPPER QUARTILE (00/01)	COMMENTS
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Promoting Carlisle

LP81	Visitor numbers at Tourist Information Centres	185,229	188,000	168,604#		# Lower than expected numbers due to the impact of foot & mouth upon visitors.
LP127	Press releases used by the media	N/A	85%	98%		
LP128	Response to media enquiries	N/A	95%	100%		

Council Management

LP86	Are City Council's financial affairs administered in accordance with s. 151 of LGA 1972 & s.114 of LGFA 1988?	Yes	Yes	Yes		
LP90	% variation between budgeted and actual expenditure excluding slippage	-2.1%	+/- 2%	+/- 2%#		# Estimate prior to financial outturn
BV4	% of those making complaints satisfied with the handling of those complaints	42% (+/-6%)	#		45%	# Survey next undertaken in 2003/04.
BV5	The number of complaints to an Ombudsman classified as a)'maladministration' b) local settlement	0 2	0 0	0 1		Deleted by DTLR
BV7	The percentage of electoral registration form "A"s returned	98	98.5	98	99	Deleted by DTLR
BV3	Voluntary leavers as % of staff in post	11#	6.5	6.9	7.6	Deleted by DTLR # 2000/01 figure was higher than forecast due to transfer of number of staff to an agency.
LP91	Average amount spent on staff training & development per employee	£237	£208	£225		

NO.	DESCRIPTION	2000/01	2001/02 TARGET	2001/02	UPPER QUARTILE (00/01)	COMMENTS
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LP133	Number of accidents to staff reportable under RIDDOR as % of total staff	N/A	Not available	0.5%		
LP87	Are annual accounts available for audit by 30 th September & certified without qualification by 31 st December?	Yes	Yes	Yes		
LP88	Uncommitted General Fund Reserves as % of net revenue expenditure	£1M + 18.5%	£1M + 17.6%	£1M + 21.5%		
LP89	a) % of debt collected within 3 months b) % of debt outstanding for more than 6 months as a proportion of total debt accrued in the relevant twelve month period	N/A	90% 5%	85% 11%		
LP129	Does the Authority maintain an adequate and effective Internal Audit function in accordance with the Accounts and Audit Regulations 1996 and can reliance be placed on the coverage and relevance of their work?	Yes	Yes	Yes		