

**CARLISLE**  
CITY COUNCIL



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## **COMMUNITY OVERVIEW AND SCRUTINY COMMITTEE**

### ***Committee Report***

**Public**

**Date of Meeting:** 15 April 2003

**Title:** DRAFT CPA SELF ASSESSMENT

**Report of:** Head of Strategy & Performance

**Report reference:** SPS 03/08

#### **Summary:**

The attached paper is the first draft of the City Councils Self-Assessment as part of the Comprehensive Performance Assessment. The Draft follows the format of the Audit Commissions "Key Lines of Enquiry" which are set out in the left-hand column of the assessment. The text in the right hand column is either a series of bullet points, which will need to be expanded to answer the questions, or draft text that may or may not answer the questions. As this is a first draft gathered from several sources there is some repetition in the answers. It is the intention of officers to go through the key lines of enquiry with Members of the Committee to seek their views on what issues need to be addressed by the self-assessment.

**Contact Officer:** Jim White

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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: None

# CARLISLE CITY COUNCIL

## DRAFT

### Comprehensive Performance Assessment

### Draft Self Assessment

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**1 side of A4 A high level summary action plan to be inserted here!**



	<b>Context</b>							
	(4 sides of A4 setting out the context in which the Council operates)							
	<b>Historic and Geographic context</b>							
	<p>Carlisle has over 2000 years of rich history as a "Border City". The Romans made Carlisle a garrison town on Hadrian's Wall. The City and its Castle founded in 1092 has been the focus of many bloody and bitter border conflicts, however with the union of England and Scotland in 1707 and the arrival of the industrial revolution the City's strategic position was exploited as an important transport hub. This importance continues to today with the M6 and West Coast railway. With a huge rural hinterland covering xx sq miles, This rural area provides the agricultural produce for food processing and production companies such as Nestle, Cavaghan &amp; Gray and McVittees and one of Europe's largest agricultural stock markets Harrison &amp; Hetherington. The City is also home to a good mix of manufacturing and service sectors that are attracted by its sub regional capital status. The City was granted its first Royal Charter in the 12th century, there has been a Mayor of the City for 750 years and. Carlisle has been a centre of municipal government for over 800 years.</p> <p>The boundaries of the District encompass 1,040 sq. km. (400sq. miles) and include the urban centre of Carlisle, which was the former Carlisle County Borough and an extensive rural area of attractive and diverse landscapes. The District has a population of 100,700, of which some 70% live in the urban area and 30% in the rural area.</p> <p><b>Regional Capital</b></p> <p>The City is important as the sub regional capital well beyond the administrative borders of the local authority. Carlisle is a regional centre for commercial, business, administrative, retail and tourism services. The City is the natural centre for a catchment for a population of 450,000 within 60 minutes travel time. The Henley Centre for Forecasting has placed Carlisle in the top 20 UK towns most likely to prosper over the next decade. The broadly based local economy has lower than average unemployment rates and a higher than average proportion of profit making businesses.</p> <p>Carlisle City Council is the most northern of the six district councils in Cumbria. There has been a council in the city for . In the local elections of 1999, the Conservatives won control of the council after 20 years of being a Labour controlled council. There are 52 Councillors within the authority.</p>							
	Group	2003	1999	1995	1991	1987	1983	1979
	Conservative	27						
	Labour	18						
	Lib/Dem	6						
	Independent	1						

	<p><b>Demographics</b></p> <p>The size of the population has decreased by 600 over the last decade<sup>1</sup>, and the age profile is comparable to national averages with 23% over 60 years old (20% nationally) and 24% are children and teenagers (25% nationally). Ethnic minorities make up less than 1% of the population.</p> <p>Some 68% of the District's 100,739 population live within urban wards, predominantly in the City of Carlisle. The remaining population is scattered throughout the large rural hinterland in the small towns of Brampton, Wetheral, Dalston and Longtown, in villages, and in agricultural settlements.</p> <p>Pockets of high deprivation exist; four of the city wards are among the top 20% of most deprived wards in England.</p> <p>The 398 square miles of Cumbria administered by Carlisle City Council are bounded by the Scottish border to the north, Northumbria to the east, Eden District to the south, and Allerdale District in the west. The area mainly comprises the flood plains of various rivers flowing into the head of the Solway Firth, the lower valley of the river Eden, and also includes the western slopes of the Pennines.</p> <p>We are a key location as far as the transport network is concerned, with access to the north/south M6/A74 and the east/west A69. Carlisle is also a key rail point on the main West Coast service and the cross-country service that links the north east with West Cumbria. We also have a small airport that used to be run by the council.</p>
	<p><b>Community Context</b></p> <ul style="list-style-type: none"> <li>• <i>Large district / hectares / 70% - 30% major towns: Longtown, Brampton, Dalston, Villages</i></li> <li>• <i>Separate identities,</i></li> <li>• <i>Sub regional capital,</i></li> <li>• <i>North Cumbria, Southwest Scotland, Northeast and Northumbria</i></li> <li>• <i>Catchment area / population 291,000</i></li> <li>• <i>Catchment is largely exclusive to Carlisle, given the distance to competing centres</i></li> </ul>

<sup>1</sup> 2001 UK Census information

	<ul style="list-style-type: none"> <li><i>Catchment is growing as time people are prepared to travel has increased from 36 to 46 minutes over recent years</i></li> <li><i>Travel to work area</i></li> <li><i>Population and trends over last three years with brief explanation for change</i></li> <li><i>Index of deprivation summary</i></li> <li><i>Demographic summary / population is biased towards the older age groups and is not affluent, car ownership rates are below average despite the rural catchment area, home ownership is below the national average</i></li> <li><i>Carlisle ranks 60<sup>th</sup> on the 100pma shopping survey</i></li> <li><i>Health summary</i></li> <li><i>Housing key statistics ie. Owneroccupier - 30% of all stock was public sector in 1982 reduced to X %</i></li> <li><i>Tension of balance between urban and rural</i></li> <li><i>Much rural in common with EDC and Allerdale</i></li> <li><i>No direct urban equivalent except for parts of Barrow</i></li> </ul>
	<p><b>Economic Context</b></p> <p><b>Local Economy</b></p> <p>Carlisle's economy has a high dependence on public sector employment, a small number of large manufacturing firms, and a low business birth rate. Public sector resources have been used to encourage private sector investment.</p> <p>At 2.9%, the area's unemployment levels are close to the national and regional averages (both 3.2% in August 2001)<sup>2</sup>. The regional significance of Carlisle as an employment centre is reflected in the daily inflow of workers from as far north as Annan and from Penrith in the south. Self-employment is below the national average with only 27 new starts per 10,000 residents compared to the national average of 40 per 10,000.</p> <p>The dominant economic sectors are wholesale and retailing (19%); manufacturing (16%) in a small number of large companies, and public administration and health services each provide 11% of local employment.</p>

<sup>2</sup> Audit Commission website



	<p>A significant issue within the economy is that of low wages - the levels in Carlisle are lower than the Cumbrian and national averages.</p> <p>The rural economy in the Carlisle area, like the rest of the UK, has serious income difficulties which have been made worse by the foot and mouth epidemic. Farms tend to be either dairy or cattle and sheep producers. It is estimated that half of the area farmed for cattle and sheep is within the MAFF's Least Favoured Areas map.<sup>3</sup> Agriculture employs more than one in four employees in about half of the rural area of Carlisle District</p> <p><i>Thriving, buoyant retail - Lanes 1 1984 Council developed in partnership, Lanes 2 Council led opened 2001 (?) Evidence: CD-ROM. There is 1M sqft retail floor space in Carlisle of which The Lanes is 430K and attracts 1.8M day trips per annum. The Lanes had 10M visits in 2002 and in the same year achieved secure car park status and an 'Open for Business' Merit Award.</i></p>
	<ul style="list-style-type: none"> <li>• <i>Major redevelopment retail Botchergate.</i></li> <li>• <i>Kingmoor Park 3,000 + jobs created in partnership with County Council &amp; Brian Scowcroft.</i></li> <li>• <i>Dependence on food and against global trend car parts (Pirelli investing £X), Breed UK secure and food (Nestle, Northern Foods, Carrs, local producers/bakers)</i></li> <li>• <i>Emerging craft industries, speciality organic, locally produced foods 'Made in Cumbria'</i></li> <li>• <i>Higher Education / Further Education boom eg St Martins established 1999 now nearly 2,000 students, Cumbria Institute of the Arts X students, Northumbria University X students drives cosmopolitan night-time economy</i></li> <li>• <i>Strong dependence on local government, County and City co-located</i></li> <li>• <i>Ineligible for European assistance except for transitional objective XXX</i></li> <li>• <i>SRB scheme in Raffles</i></li> </ul>

<sup>3</sup> Audit Commission website

- *Unemployment trends*
- *Young people - graduate take up and retention.*
- *Severe deprivation in XXX wards, poor incomes in rural industries gearing of spend rural/urban*
- *Employment patterns*
- *Low wage economy - big issue*
- *Foot and Mouth Disease - big issue agriculture long recovery, tourism short recovery, social impact*
- *Low knowledge economy with notable exceptions The Visual Link*
- *Evidence: Cumbria Economic Development Audit - An Examination of local economic conditions*
- *Council sold Airport in (year?) subsequently £1.5M investment, currently on track for opening commercial flights May / June 03 in partnership with private sector*
- *Property rental low, therefore historically unattractiveness to external investors, therefore Council has taken the lead in development eg. X industrial estates, Council large landowner Y assets*
- *Future growth will be .....*

Audit Commission Key lines of enquiry	<b>WHAT IS THE COUNCIL TRYING TO ACHIEVE?</b> (4 sides of A4 covering the following issues) Ambition Priorities Focus
1. Ambition	
1.1 Does the council have longer-term ambitions for the area	<p>The City Council has developed its long-term ambitions for the area in partnership through the community planning process - City Vision a ten-year plan of how the City should be in 2012. The Vision is the product of extensive consultation with business, other public sector, voluntary and communities and in particular under-represented groups like the elderly, young and those from ethnic minorities. The City Vision was agreed by all partners is as follows:-</p> <p><i>Carlisle is an attractive, vibrant and historic city, which is well placed to advance as a regional centre.</i></p> <p><i>Our Vision is to ensure a high quality of life for all in both our urban and rural communities.</i></p> <p><i>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.</i></p> <p>The views and aspirations of the Carlisle City Vision Partnership, a representative group of key organisations from the public, private, voluntary and community sectors then shaped the Vision into five interrelated themes:</p> <ul style="list-style-type: none"> <li>• Communities</li> <li>• Health &amp; Well-being</li> <li>• Economic Prosperity</li> <li>• Infrastructure, Environment and Transport</li> <li>• Celebrating Carlisle</li> </ul> <p>The delivery of City Vision became the focus of the City Councils Corporate Plan and in June 2002 the City Council adopted its current corporate plan along with its shared vision and key objectives which were aligned in support of City Vision.</p> <p>City Vision also sits within the context of a Local Strategic Partnership (LSP) developed in conjunction with Eden District Council and covering the two local authority areas. There is a history of joint working between the two authorities on recycling, community safety and the economy. The Carlisle &amp; Eden Local Strategic Partnership was formed to aid economic and social recovery of the area following the Foot &amp; Mouth crisis. The</p>

	<p>initial partnership has since been the catalyst for other organisations to seek membership and widen the scope of the partnership to encompass the wider health and well being agenda for the community as a whole. The Government Office has recognised the importance Carlisle &amp; Eden LSP and has cited the development of the LSP as an example of what can be achieved outside the framework of neighbourhood Renewal Funding. In the long term, the Local Strategic Partnership will consider joint service provision where this is advantageous and by September 2003 the intention is to set joint strategic aims for the two districts and see that they are delivered.</p> <p>Management of the partnership is conducted through:</p> <p><b>A Management Board</b></p> <p>They meet monthly and are responsible for developing a work programme that contributes to the achievement aims of the LSP.</p> <p><b>The Executive Group</b></p> <p>This group is responsible for the operational delivery of the Strategic Aims. It co-ordinates the four Theme Groups and ensures they are adequately resourced. This group is based around an existing multi-agency officer group with the addition of the 'Champions' or Chairs of the Theme Groups.</p> <p><b>The Local Strategic Partnership Group</b></p> <p>This group meets twice a year, and its role is to oversee the overall strategic direction of the LSP. In addition they provide focus for the co-ordination of lobbying activities, accessing resources and for building links to County, Regional and National bodies and initiatives. It is also charged with the developing and agreeing a three-month work programme for the Executive Group and the Management Group.</p> <p><i>Joint delivery of services between districts</i></p> <p><i>Joint Council approved direction should regional governance go ahead</i></p>
1.2 How realistic and robust are the council's ambitions?	<p>The City Council is working with its partners to develop robust long-term outcome based performance measures and targets to monitor progress. The Audit Commission published guidance on the development of quality of life indicators designed to help local authorities and their partners in LSP's to monitor community strategies and it is the intention of the Carlisle and Eden LSP to use this work as it develops its joint community strategy.</p>
1.3 How effective is the council at offering leadership to the local community	<p>Whilst the development of the City Vision and the LSP have been done in true partnership it has been the City Council (along with Eden District Council for the LSP) that have led the development of the community strategy. Through its drive and determination to produce a meaningful and</p>

and to its own services	successful partnership. Both Carlisle and Eden Council's have been providing administrative, secretarial and research support to the process.
<b>2. Prioritisation</b>	
<b>2.1 Has the council made clear what its priorities for improvement are and what are not its priorities?</b>	<p>The Local Government Act 2000 defined the role of councils as being the community leader in their area. As stated earlier in this self-assessment, we have fully embraced this role via Carlisle City Vision, our ten-year plan of how the City should be in 2012.</p> <p>For each of the five themes spelled out in the City Vision<sup>4</sup>, we are currently - and intend to continue - working with partners to develop a medium term delivery plan to make the Vision a reality.</p> <p>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 set economy and efficiency targets which have to be addressed in the coming year before the next budget process. Best Value reviews are also an important part of our approach to efficiency improvements, as they require fundamental consideration of why and how we provide a particular service. It is expected that most reviews will identify efficiency improvements.</p> <p>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.<sup>5</sup></p> <p>The City Council has a good track record in consultation and is developing a clear and open methodology for priority setting. It is both clear about its priorities and what are not its priorities.</p> <p>Example of Clear Priority - Crime and the Fear of Crime are consistently top of the list of concerns of local people. The City Council has responded to this through being proactive in its leadership and support (staff and resources) for the Crime and Disorder Reduction Partnership.</p> <p><i>Example of an innovative community safety project</i>        ?????</p> <p><i>Example of what is not a priority</i>        ??????</p>
<b>2.2 Is there a clear basis for these priorities</b>	In identifying its priorities the City Council has made a clear commitment to consultation (Leaders Budget Speech)

<sup>4</sup> See Carlisle City Vision 2002-2012 for more details

<sup>5</sup> Corporate Plan 2002-2005



Consultation is delivered through a comprehensive consultation strategy that ensures that consultation is appropriate and rigorous. The development of City Vision was informed by the views of many different groups including the young people, community and voluntary groups and local business. The Council consults regularly through its Citizens Panel which provides both a useful source of information as well as an opportunity to help inform people of the thinking behind proposals and service developments. The Council is keen to stress that it regards no one source of information as definitive but that decisions are made with regard to information from a variety of sources.

The Executive conducted a consultation with all households on its budget proposals for 2003/04 as well as consulting with non-domestic ratepayer's members of the City Vision Partnership and Overview & Scrutiny.

We have prioritised our Corporate Plan themes, using an NOP, Survey undertaken in December 2002 supported by surveys of the City Vision Partnership, Council staff and Member surveys (*Jim evidence*).

These processes are all designed to help us understand the needs of the local people and how we can ensure that our high level objectives can be delivered as real work, whilst achieving visual results for our customers. We design our policies and strategies based on outcomes for local people, with resources being allocated accordingly.

We have recognised that we may be over ambitious in our priorities for action and have developed a process to help us better align our resources with our corporate objectives. Tools and techniques are currently being explored to help with the prioritisation and mapping of issues within the authority. The following scoring matrix was applied to the actions identified in the corporate plan actions arising from Business Plans, actions developed in response to Best Value Improvement Plans and where performance indicators showed either exceptions and/or bottom quartile performance

Our 'Priorities for Action'<sup>6</sup> are currently being reviewed, scored and weighted, and in the light of this evaluation to improve understanding and give a clear lead to Business Units. These priorities are also being linked into the current round of Business Planning workshops.

<sup>6</sup> Contact Strategic & Performance Services for more details

	Scoring key		Weighting
	Poor Performance	How poor is performance for this priority for action? (5=in lowest quartile, 1= in highest quartile, N/A=not applicable)	3
	Impact on objective	How great is impact of this priority for action, on improving performance in key objective area? (5= high impact, 1=low impact)	3
	Importance to Government	How important is priority for action to the government? (5=very important, 1=not important)	2
	Importance to Partners	How important is priority for action to partners? (5=very important, 1=not important)	1
	Efficiency Gains	Is there an opportunity to improve efficiency in this priority for action? (5=high efficiency gains, 1=no efficiency gains)	2
	Community Expectations	Are there currently raised expectations in the community about delivery of this priority of this priority for action? (5=very high expectations, 1=no expectations).	1
	Community Importance	How important is this priority for action to the community? (5=very important, 1=not important)	3
	Community Dissatisfaction	How high is dissatisfaction with the service relating to this priority for action currently? (5=very high, 1=no dissatisfaction)	5
	<p>Joint Management Team used the resulting scores to rank actions into the following categories:</p> <ul style="list-style-type: none"> <li>• A</li> <li>• B</li> <li>• C</li> <li>• D</li> </ul>		
2.3 How effectively have priorities been communicated internally and externally	<p>We are constantly seeking to consult with our stakeholders through our extensive partnership networks and this work continues. We provide feedback on major issues, through regular media releases through our dedicated communications team. Our website <a href="http://www.carlisle.gov.uk">www.carlisle.gov.uk</a> has been redesigned to make it user friendly and is updated on a daily basis. We circulate a regular citizen's newsletter to all households every 12 weeks and provide all households with well-designed and readable performance information with our council tax bills. Internally priorities are communicated through a variety of methods Corporate Management Team meets every 2 weeks. Senior Managers (to 4<sup>th</sup> tier) meet on a monthly basis to give and receive corporate messages, which are then cascaded through team meetings. Regular Team Improvement Review Meetings and Personal Development Interviews support this process. Staff are also kept informed through regular staff newsletters and there is widespread use of email and electronic message boards. Mouse mats, desk calendars and 'filofax' inserts are also available providing aide-memoirs of our vision, objectives and values to staff and members.</p>		
2.4 Has the council shifted	Consultation Report.		

resources to match priorities?	<p><i>Describe the links made from the Corporate Plan to the Budget</i></p> <p>As has been identified the Council has been relatively internally focussed over the last 24 month. This has resulted in some large-scale changes, which will result in improved service delivery and a greater ability to respond to customer needs. This has demonstrated in the short term a desire to focus staff on resources on goals that will have longer-term customer benefits. However throughout this process the Council has not lost sight of the need to maintain a strong link between overall priorities and resource allocation.</p> <p>Example</p> <p>Crime and the fear of crime consistently tops the list of issues of concern to local people and the Council has made a clear financial and staffing commitment to address this issue.</p> <p>As described earlier, we completed a total reorganisation of our internal structure in December 2002. Officers are now split into twelve Business Units.<sup>7</sup></p> <p><i>Describe how we have moved resources</i></p> <p>We have a well-established annual budget process that takes into account current financial performance, and is based around accurate predictions of our financial needs.</p> <p>The main service priorities during 2002/2003 are: Planning and Economic Development; Recreation and Tourism; Environmental Health; Refuse Collection/Street Cleaning; Housing and Central Services. The estimated Gross expenditure on these services is £62million. Of this, £18.5m is met from Grants and Receipts, £29.2m from fees and charges (which includes £3.8m of property income), and £1.1m from the Council's Reserves, leaving a net budget requirement to be financed from Council Tax of £5.1m and Government Grants of £8.1m. The Council employs approximately 964 (full time equivalent) staff.<sup>8</sup></p> <p><i>Balancing National and Local priorities</i></p>
3. Focus	
3.1 Does the Council stay focussed on what matters	<p><b>How we stay focussed</b></p> <p><i>Political Control - the role of Council</i>  <i>Carlisle City Council</i>  <i>Political control - the role of Executive Members</i>  <i>Political challenge - the role of Overview &amp; Scrutiny</i>  <i>The performance management framework (diagram)</i></p> <p><b>The role of CMT</b></p> <p>As a consequence of the re-organisation of the officer structure the</p>

<sup>7</sup> See Figure 2<sup>8</sup> Capital Strategy 2002



	<p>Councils' Corporate Management Team has undergone a transformation of personnel The Team which meets fortnightly consists of Chief Executive, Executive Directors, heads of all Business Units, with support from the Communications Manager and the Policy &amp; Performance Manager. The Team has taken the opportunity of officer re-organisation to examine more fundamentally how it contributes to the effective management of the Authority. The agenda is focussed on 4 key areas or themes</p> <ul style="list-style-type: none"> <li>• Feedback/Communications/Appreciation</li> <li>• Strategic Planning</li> <li>• Performance Management</li> <li>• Learning through sharing</li> </ul> <p>With each meeting providing an opportunity for business Unit heads to raise key issues where they are:</p> <ul style="list-style-type: none"> <li>• Looking for support or guidance from colleagues.</li> <li>• Deem the matter to be politically sensitive</li> <li>• Believe there to be corporate implications beyond his/her own remit.</li> </ul> <p><b>The role of JMT</b></p> <p>Joint Management Team is a regular briefing meeting for all members of the Executive from all Members of the Corporate Management Team. Meetings are scheduled fortnightly (alternating with CMT) The agenda is focussed on developing and monitoring corporate objectives and actions as well as briefing members and officers on current issues.</p> <p><b>The Role of the Management Conference</b></p> <p>A monthly meeting of all senior managers including Chief Executive, Executive Directors, Business Unit Heads and Team Managers (4<sup>th</sup> tier). Introduced in April 2002 to help inform and disseminate information from the organisational review the briefing has continued to be successful method of communication within the authority.</p> <p>Performance related progression  <i>TIR's &amp; PDI's</i></p>
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<p>Audit Commission Key lines of enquiry</p>	<p><b>HOW HAS THE COUNCIL SET ABOUT DELIVERING IS PRIORITIES FOR IMPROVEMENT?</b> (4 sides of A4 covering the following issues) Capacity Performance Management Focus</p>
<p>4. Capacity</p>	
<p>4.1 Does the Council currently have the capacity and skills it needs to achieve change</p>	<p><i>Statement on our desire to improve externally by improving our internal capacity and ability to deliver as an organisation.</i></p> <p>It is apparent that the City Council has undergone a significant amount of internally focussed change over the last two years. In the short term we recognise that this may not always have been perceived as productive however the driving force to these changes has been the desire to make significant improvements to our community leadership, partnership development and service delivery for all of our customers. These changes have been steered by a desire to respond to the purpose of modern local government (community Leadership) and to ensure our structures are capable of delivering on the communities agreed vision and objectives.</p> <p><i>Clarity of accountability / responsibility - diagram the planning cascade</i></p> <p>We have detailed earlier the political balance and the portfolios of the Council. We strive to use our resources for the benefit of local people and the delivery of services, rather than management. Elected Members have their own induction and training programmes supported by regular information bulletins and seminars. They have a Members Service Group that meets with the senior officers and they also receive support from a team within the Member Support and Employee Services Business Unit. Most members have access to Council services and the Internet on a dial-in basis.</p> <p><b>Work in progress</b></p> <p>Our HR Strategy currently focuses on the development of individuals in their roles through the Personnel Development Interviews. It is recognised that these interviews are too heavily weighted on the Development aspect and, it is the intention in future, to place an equal emphasis on accountability.</p> <p>As far as members are concerned, the portfolio holders understand their roles but there is a certain feeling of being disenfranchised amongst backbench members. It is recognised that extra development has to be made available for all members.</p> <p>We are currently going through our second inspection with regard to our</p>

	Investors In People accreditation.
<b>4.2 Are officers and members clear about what they are responsible and accountable for</b>	<p>As stated earlier, we have re-organised our officer structure into 12 Business Units. There is however a lack of understanding amongst members of staff as to what their roles are, and how they fit into the council as a whole. This came to light after a recent staff survey asking about their unit's objectives. There are also high levels of absenteeism amongst staff.</p> <p><b>Team Managers</b> Accountable for the effective and efficient day to day running and supervision of their team. Appropriately qualified in that professional area and competent in the service. Manage staff and resources. Participate in corporate issues affecting the Business Unit. Celebrate outcomes.</p> <p><b>Business Unit Heads</b> Accountable for Team Managers and the delivery of all the functions within their own Business Unit sphere of activity. Plan actions and set the framework for the service. Utilise resources and propose and develop policy and resource changes. Provide leadership and challenge to the Unit ensuring communication and monitoring performance. Focus of development, coaching and learning. Day to day Member liaison. Celebrate outcomes. Responsible for achieving continuous improvement in the Business Unit area. Contribute to corporate projects and the delivery of corporate goals.</p> <p><b>Executive Director</b> Accountable for Business Unit Heads. Provide effective motivational leadership to Business Unit Heads, which includes their performance management to meet targets, develop personal potential, clarity of direction and effective communication. Support and challenge performance, celebrate outcomes, review communication. Co-ordinates, support and undertake cross-cutting, strategic and forward looking activities. Member liaison role. Review strategic development and resourcing of services to corporate objectives. Develop and integrate policy and strategy to ensure delivery of statutory requirements and corporate strategies and approaches. Develop and manages external relations with Members/Partners. Forward planning and intelligence gathering. Focus on learning, coaching, listening and thinking. Deputise for Town Clerk &amp; Chief Executive.</p> <p><b>Town Clerk &amp; Chief Executive</b> Accountable overall. Responsible for Executive Directors (and Strategy &amp; Performance), drives and owns corporate values. Visible leadership. Head of Paid Service. Enforces. Key interpreter of overall policy direction as determined by Members. Initiates and oversees external relationships. Referees for resource allocation/competition. Celebrates outcomes. Civic role.</p>

	<p><i>Clear Political Management -</i></p> <p>Members are clear about the representative responsibilities (Member surveys). Following the fundamental review of the political structures in response to the Local Government Act 2000 the Council adopted a Executive model with a "Strong Leader". As part of the development of new political structures the Council undertook extensive consultation including a series of road-shows, press articles, a special edition of its Focus magazine as well as a full postal survey of all households which resulted in a xx% response rate which was commented on favourably by the ODPM (<i>Email from John Haward</i>). The Leader of has appointed a deputy and 6 portfolio holders whose portfolio responsibilities mirror those in the City Vision and Corporate Plan.</p> <p>There are three Overview &amp; Scrutiny Committees also reflecting City Vision and Corporate Plan themes - Community, Infrastructure and Corporate Resources their work is overseen by a Management Committee. Each of the overview and scrutiny committees is chaired by each of the main political groups.</p> <p><i>Statements on how scrutiny works and good practice</i></p> <p><i>Regulatory committees</i></p> <p><i>Particular comments about standards and Parishes</i></p> <p><i>Area working statement</i></p> <p>The Councils constitution provides for an area based committee structure and members have through Overview and Scrutiny and the Executive been considering the most suitable mechanism to undertake this work.</p> <p>Engaging Members statement</p> <p>Relationships Members/Officers</p> <p>Officer Management -</p> <p>Was for many years traditional departments</p> <p>Now reviewed following Best Value exercise</p> <p>Explain process</p> <p>Explain outcome</p> <p>Explain now in place and bedding in</p> <p>Declare morale low and what is happening</p> <p>People management proposals</p> <p>IIP</p> <p>Training and Development</p> <p>Organisational proposals</p>
4.3 Does the Council use partnership effectively to deliver complex priorities	<p><b>Working in Partnership</b></p> <p><i>Statement to support partnership working</i></p> <p>The City Council has a successful track record in partnership working and evidence of some very successful partnerships delivering tangible and purposeful outcomes can be found in section XX. The City Council has made a clear commitment to partnership working identifying it a core value in</p>



the 2002/ 2005 Corporate Plan

Working in Partnership - We will avoid duplication and maintain focus through the effective use of partnership resources. The Council believes that to be a successful community leader it must also be working and delivering in partnership.

The Council however recognises that there have been and continue to be, some difficulties in working with the Cumbria County Council. This is often characterised by the County Council developing initiatives independent of the District Councils and seeking "sign up" in the latter stages rather using the a true partnership to develop initiatives. The City Council believes that it must continue to work to overcome these difficulties to ensure that the community obtains an efficient and effective service.

We consider our partnership working to achieve our objectives as one of our strengths. Examples of successful partnership working include:

- Crime & Disorder Reduction Partnership *Key Objective?*
- Careline *Key Objective?*
- Kingmoor Park *Key Objective?*
- Lanes 2 *Key Objective?*
- Airport sale *Key Objective?*
- Botchergate Redevelopment *Key Objective?*
- Millennium *Key Objective?*
- LSVT *Key Objective?*
- Leisuretime *Key Objective?*
- LSP *Key Objective?*
- SureStart *Key Objective?*
- Longtown MTI *Key Objective?*
- East Cumbria Countryside Project. *Key Objective?*

The foot and mouth epidemic prevented the City Council and everyone from accessing the countryside until the beginning of this year. Once access was possible it became clear to Design Division Officers that opening up the paths for use and maintaining them was a considerable task.

East Cumbria Countryside Project which has been in existence for many years is an organisation funded by Carlisle City Council, Eden District Council and Cumbria County Council to develop the use of rights of way in East Cumbria areas of the Carlisle and Eden Districts.

*Delivery in Partnership -*

*Corporate Plan objectives formed by consultation*

*Consultation at the heart of Council's activities eg. Budget consultation exercise, Citizen's Panel, Focus Groups, 360 degrees feedback as part of organisational review - other examples ?*

*NOP survey 2001 results, customer satisfaction increased 60%, 67% & 80%*

*Mission, key themes formed in consultation*

	<p><i>Delivery in the LSP</i></p> <p><i>thematic matching in LSP</i></p> <p><i>Working in Partnership</i></p> <p><i>Parish Council Charter and support to parish councils eg. IT integration</i></p> <p><i>Community Support functions</i></p> <p><i>Cumbria Strategic partnership</i></p> <p><i>Crime and Disorder</i></p> <p><i>Links with Church</i></p> <p><i>Links with KORBR</i></p> <p><i>Links with HE/FE</i></p> <p><i>Working with County Council:</i></p> <p><i>Joint Highways meetings</i></p> <p><i>Joint meetings with Area Committee</i></p> <p><i>Joint work in Kingmoor Park/Konver</i></p> <p><i>Community Facilities</i></p> <p><i>Cumbria in Europe</i></p> <p><i>Northern Development Route</i></p> <p><i>Land Acquisition</i></p> <p><i>Food &amp; Mouth Disease Management</i></p> <p><i>Emergency Planning</i></p> <p><i>Economic Recovery RAZ &amp; Rural Regeneration Company</i></p> <p><i>Border Visions</i></p> <p><i>Economic &amp; Social Partnerships (examples)</i></p> <p><i>Consultation Strategy</i></p> <p><i>Focus and review of outcomes</i></p> <p><i>Actions planned</i></p> <p><i>Area based pilot - Executive and O&amp;S involvement</i></p>
<b>5. Performance Management</b>	
<b>5.1 Do members and managers have the right mechanisms and information to enable them to both measure and manage performance effectively?</b>	<p><b>Performance Management</b></p> <p><i>Diagram</i></p> <p><i>Statement about how Members and Managers are informed internally and externally. Statement of risk management.</i></p> <p><i>Performance Targets</i></p> <p><i>Standards</i></p> <p><i>Record of financial management statement</i></p> <p><i>Demonstration of value for money</i></p> <p><i>Statement from District Audit</i></p> <p>Our priorities and strategies are incorporated into a various plans. Our BVPP provides focus on service improvement areas. A summary of our BVPP</p>

	<p>was distributed to each household in March of this year.</p> <p>We strong financial control within the authority and this is reflected in the reports produced by Financial Services in our evidence library.<sup>9</sup></p> <p><b>Work in progress<sup>10</sup></b></p> <p>Priorities for Action and all Performance Indicators have been reviewed and tailored within the last three months. This updated information is being used to form part of our Business Planning process.</p> <p>In order to monitor performance more effectively, we are currently shopping for a Performance Management software to assist in the process. As this self-assessment is being written, it looks as though we will be investing in the Indicata (Plus) System.</p> <p>A Management Information Framework is also being written to assist our statutory obligations of reporting BVIs and other Business Unit information. It is intended that this should become a monthly process by the end of the year.</p>
5.2 Do staff know what is expected of them and do managers know if they are achieving it?	<p>There is clearly room for improvement in this area. It is our intention to improve understanding of roles and responsibilities through the Business Unit Planning, and Performance Management systems outline above. Part of these processes will be to introduce regular briefing sessions for all staff, giving feedback and feedforward opportunities for everyone in the Business Unit.</p> <p><b>Work in progress</b></p> <p>General development is covered in each employee's Personal Inv</p>
5.3 Has the council assessed the	<b>Strong Risk Management</b>

<sup>9</sup> See evidence library. Contact – Angela Brown

<sup>10</sup> Contact – Strategic and Performance Services

risks inherent in its corporate and service plans	<i>Risk Management</i> <i>Developing future priorities</i> <i>The role of scrutiny</i>
5.4 Does the Council ensure that it is making its resources work in the best way to deliver value for money?	Strong Financial Management



Audit Commission Key lines of enquiry	WHAT HAS THE COUNCIL ACHIEVED / NOT ACHIEVED TO DATE? (4 sides of A4 covering the following issues) service Achievement in quality of service Achievement of Improvement Investment
6. Achievement in quality of service	<i>Achievements -</i> <i>What is improving - general statement</i> <i>What is improving by theme - statements</i> <i>The overview of PI's - top bottom quartile focus</i> <i>Citizen view on achievement</i> <i>Statement on future actions</i> <i>Statement of organisational and people development</i> <i>Aligning, planning and budget processes and plans</i> <i>How we are challenged externally</i>
6.1 What level of quality is the council currently achieving in its service delivery?	<i>Comparative performance indicator data</i>
6.2 Is this in line with the Council's priorities	
6.3 Is the level realistic in relation to local context and constraints?	
6.4 How satisfied are communities and users with the quality of service that they receive?	In a recent (December 2002) the council undertook an interim customer satisfaction survey which indicated that satisfaction levels had risen markedly since the last survey in November 2000

**NOP Satisfaction Surveys – comparable variable table**

<b>Variable description</b>	<b>BV Survey (2000)</b>	<b>Residents Survey (2002)</b>
Satisfied with Waste Collection Service overall	91%	94%
Satisfied with recycling facilities overall	72%	86%
Satisfied with Sports/Leisure facilities	66%	92%
Satisfied with Museums/Galleries	80%	95%
Satisfied with Theatres/Concert halls	67%	78%
Satisfied with Parks/Open Spaces	77%	93%
Satisfied with Environmental Services	59%*	92%
Satisfied with Planning	55%	77%
Satisfied with Housing Services	55%	69%
Contacted Council with a complaint in last 12 months	21%	22%
Satisfaction with way complaint handled	42%	46%
Satisfied with way Council operates	61%	80%

\*The 2000 BV survey asked users and non-users of Environmental Services. The 2002 survey just asked users.

**7. Achievement of Improvement**

**7.1 What is improving in services and in cross-cutting areas which impacts on quality of life?**

**7.2 What is not improving in services and in cross-cutting areas?**

**7.3 Are these improvements in line with priorities?**

**7.4 Would communities and users recognise these improvements?**

**7.5 How much progress has the council made?**

**8. Investment**

**8.1 Is the Council putting**

the right building blocks in place, which will enable future improvements in services and cross-cutting issues?	
8.2 Is the Council securing the necessary resources for investment?	
8.3 Does the council have a track record of opening itself up and responding to internal challenge?	

<p>Audit Commission Key lines of enquiry</p>	<p>IN THE LIGHT OF WHAT THE COUNCIL HAS DONE TO DATE, WHAT DOES IT PLAN TO DO NEXT? (4 sides of A4 covering the following issues) Learning Future Plans</p>
<p>9. Learning</p>	<p><i>Learning -</i></p> <p><i>What have we done well?</i></p> <p><i>Identification and ownership of the problems we still face?</i></p> <p><i>What are the barriers to overcome in service improvement?</i></p> <p><i>Examples of learning ...</i></p> <p><i>How we get innovation, creativity and flexibility</i></p>
<p>9.1 How self-aware is the council about what is/has been done well and the problems it still faces?</p>	
<p>9.2 Has the council learnt from its own experiences and made changes in the light of this?</p>	
<p>9.3 Does the council actively learn from others and make changes as a result?</p>	
<p>9.4 Is learning shared throughout the council?</p>	
<p>10. Future Plans</p>	<p><i>Future Plans -</i></p> <p><i>Creating capacity</i></p> <p><i>Spotting problems early</i></p> <p><i>Integrating Best Value</i></p> <p><i>Evidence of seeking views from partners, stakeholders and others</i></p> <p><i>Evidence of responding and learning from failure</i></p>

	<p><i>Examples of how we take remedial action taken when delivery goes off track</i></p> <p><i>The challenge of aligning resources to capacity and priorities and our work plan post May</i></p> <p><i>Evidence of continual reassessment</i></p> <p><i>A statement of sustained focus on what matters.</i></p>
10.1 Does the Council have robust future plans and strategies including statutory plans, which set out a sustained focus to achieving the council's ambitions?	
10.2 Is the council addressing areas where it has not achieved what it wanted to?	
10.3 Are staff, partners and communities effectively engaged in planning for the future?	
10.4 How will the council ensure it has the capacity to identify, implement and maintain further improvements?	
10.5 Does the council regularly reassess its future plans and capacity in line	<p>National Priorities</p> <p>National Government has set a challenge for local government to modernise and improve, as set out in its White Paper of December 2001. Democratic structures have been reformed and the duty of Best Value has</p>

<p>with changing national and community priorities?</p>	<p>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.</p> <p>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 our 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.<sup>11</sup></p> <p><b>Work in progress</b></p> <p>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. We are currently assessing other methods of improving electoral turnout through our Democratic Engagement Best Value Review. 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.</p> <p>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. We are determined to be a good performing council as defined in the Future Challenges section of our Corporate Plan.<sup>12</sup></p>
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<sup>11</sup> Corporate Plan 2002-2005

<sup>12</sup> Corporate Plan 2002-2005