

CARLISLE CITY COUNCIL

Report to:- **Council**

Date of Meeting:- 1 June 2004

Agenda Item No:-

Public/Private*	Policy/Operational/Information	Delegated Yes/No
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Accompanying Comments and Statements

Required

Included

Environmental Impact Statement:

Corporate Management Team Comments:

Financial Comments:

Legal Comments:

Personnel Comments:

Impact on Customers:

Title:-

Amendment to Draft Corporate Plan

Report of:-

Strategic & Performance Services

Report reference:-

SP 22/04 (addition to)

Summary:-

The Council's draft Corporate Plan, incorporating the legislatively required Best Value Performance Plan, was circulated to Council Members along with the summons for the 1 June Council meeting.

Following the Executive meeting on 24 May, a number of amendments were made to the Corporate Priorities section. The amended section is attached and should be inserted into the draft Corporate Plan in place of pages 8 to 13 inclusive.

Recommendation:-

That Members accept the attachment as the Council's corporate priorities for the coming three years.

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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

Although the Council's priorities below are categorised into five different promises, with a number of aims within each promise, it should be noted that they are all interrelated and positive progress within one promise or aim is likely to have a positive knock-on effect on some or all of the others. They need to be considered together as an comprehensive approach to improving quality of life in Carlisle.

Promise 1

Ensure Carlisle is a Safe & Attractive Place where People are Included & Feel they Belong

We will: -

SA1 Reduce crime & the fear of crime

Under section 17 of the Crime and Disorder Act 1998, local authorities have a joint responsibility with the Police for the formulation of crime and disorder reduction strategies for each District. The Council's objective in working with partners is to reduce crime and increase perceptions of safety both in Carlisle generally and in targeted areas.

We will:

Measure of Success:

SA1:1 **Contribute to increasing the percentage of the population of Carlisle who consider themselves safe in their area.**

SA2 Develop Carlisle's regional status ****high priority****

The Government's Regional Planning Guidance for the North West identifies Carlisle as one of the North West's key towns and cities where development should be concentrated. The Council wants Carlisle to further develop as a thriving sub-regional centre and make it a more attractive place to live, work and invest, through increasing the range and quality of facilities.

In partnership, the Council will:

Measures of success:

- SA2.1 **Develop a University in Carlisle & invest in student facilities**
- SA2.2 **Increase footfall in the City's retail outlets by 2% annually**
- SA2.3 **Increase Gross Value Added per capita by 2% annually**
- SA2.4 **Increase tourist and business visitor spend annually by 2%**
- SA2.5 **Strengthen Carlisle's position as the principal sub-regional local government centre**
- SA2.6 **Develop schemes that make the most of Carlisle's Roman heritage**

SA3 **Improve the perception of Carlisle as a place to live**

The Council is keen to make Carlisle a more attractive place to live, both to retain Carlisle residents and to encourage people to relocate from elsewhere. The Council will seek to make improvements to physical infrastructure and also in the way that services are delivered, particularly to those who are hardest to reach, including those in more deprived or remote areas and in Carlisle's growing ethnic minority community.

We will:

Measures of Success: -

SA3.1 **Increase percentage of the population satisfied with their area as a place to live by 5% within three years** (with initial priority focus on Carlisle South/rural residents and our ethnic minority community)

SA4 **Increase community engagement and access to local services**

The Council aims to increase the variety of ways that the public can get involved in Carlisle City Council affairs and make public meetings more accessible in order to increase the number of local people who consider they can influence local decision making. It will take steps to make involvement in the democratic process more appealing, to increase voter turnout, thereby increasing the power of local people to influence local decision making. In terms of increasing access to services, it must ensure that those with specific requirements, e.g. young people, those with disabilities or those for whom English is not their first language, are fully catered for. The Council will strive to achieve fairness and equality in all its dealings with the public and as a major employer locally.

We will:

Measures of Success:

SA4.1 **Increase the percentage of people who consider they can influence local decision making by 2% per year**

SA4.2 **Increase voter turnout by at least 5% in the June 2004 elections and thereafter to the national average**

SA4.3 **Ensure all appropriate Council premises are compliant with Disability Discrimination Act requirements by October 2004**

SA4.4 **Introduce multi-lingual capability for Council information**

SA4.5 **Introduce area-based working by 2005**

SA5 **Improve cultural, leisure and sporting facilities**

Improvements in cultural, leisure and sporting facilities can have a positive knock-on effect in many areas of local life. They increase the attractiveness of the Carlisle area as a place to live, visit and move to.

We will:

Measures of Success:

- SA5.1 ***Increase the opportunities for young people to get involved in sporting activities and the arts***
- SA5.2 ***Publish a sustainable development plan for Tullie House by 2005 & determine long-term management options***
- SA5.3 ***Increase number and scope of users at the Sheepmount by 2% annually to 2010***
- SA5.4 ***Promote the development of the evening and late-night economy***
- SA5.5 ***Invest in improved sports facilities in Carlisle***
- SA5.6 ***Make more use of our rivers for leisure activities***

Promise 2

Develop a Sustainable Economy

SE1 Develop Carlisle's infrastructure **high priority******

The development of Carlisle's infrastructure is a particularly high priority for the City Council. The Council will prioritise infrastructure improvements where it is possible. However, many infrastructure issues, particularly transport, fall without our responsibility. Where that is the case, it will lobby hard to ensure that the appropriate authorities are aware of the need in the Carlisle District for improvements to road, rail, air and communications technology when making decisions.

We will:

Measures of Success:

- SE1.1 ***In partnership, support the development of Kingmoor Park to increase employment by 350 jobs per year to 2010***
- SE1.2 ***Assist in securing communications infrastructure improvements to, from and within Carlisle***
- SE1.3 ***Ensure a 10-year supply of development land and premises that meet needs of existing & future businesses***
- SE1.4 ***In partnership, deliver broadband to 90% of businesses in Cumbria***
- SE1.5 ***Increase capital investment in industrial estates***
- SE1.6 ***Extend the footprint of the City Centre to facilitate commercial development***

SE2 Broaden and enhance the economic base

The development and broadening of the economic base in Carlisle is a high priority for the Council. The Council will target knowledge based industries in particular and will engage in more proactive marketing and invest in making

the area more attractive to inward investors as a place to live and do business.

We will:

- Measures of Success:*
- SE2.1** *Increase the number of people employed in knowledge-based industries in Carlisle*
 - SE2.2** *Increase the number of new businesses and their survival rate*
 - SE2.3** *Increase inward and local investment in Carlisle*

SE3 Develop and retain skills in the area

The Council is committed to work with partners in order to retain a skilled workforce and to ensure that local people develop the skills they need. The Council will also, in partnership, seek to ensure that there is an appropriate level and mix of housing available in support.

We will:

- Measures of Success:*
- SE3.1** *In partnership, increase FE/HE student numbers in Carlisle to 10,000 within ten years*
 - SE3.2** *In partnership, raise the overall level of skills in the local workforce*
 - SE3.3** *In partnership, lobby to ensure a suitable range of housing to support local economic development*

Promise 3

Manage our Environment Responsibly

ME1 Promote good, sustainable access and transportation in and around Carlisle

The Council considers it has a role to play in lobbying for improvements to public transport, road conditions and the variety of transport options available. Working in partnership, the Council will seek to ensure that the District has a sustainable and integrated transport system.

We will:

- Measures of Success:*
- ME1.1** *Support the delivery of the Local Transport Plan 2005 and contribute to the development of the 2012 Plan*
 - ME1.2** *Increase travel fare concessions to 60% by the end of 2004/5 to local pensioners and those with disabilities*
 - ME1.3** *Improve access to Carlisle City Centre*

ME2. Encourage waste minimisation and recycling

Carlisle City Council is committed, over the period of this plan, to ensure that the kerbside 'Greenbox' recycling service is available to all Carlisle and Eden residents and to implementing a waste minimisation education project.

We will:

Measure of Success:

- ME2.1 Achieve Government recycling targets by 2007/8**
- ME2.2 Implement a waste minimisation education scheme by 2005/6**
- ME2.3 Ensure all suitable Carlisle homes have a 'Green Box' for recycling and a Wheelie Bin**

ME3 Conserve and develop our built heritage and natural environment for local people and visitors

We are committed to conserving and developing these assets for the benefit of the community as they contribute to many our corporate aims. We are sensitive that any economic development activity must not be at the expense of the quality of the local environment. The Council is concerned about its own environmental performance and will seek to become a model of good practice in this area.

We will:

Measures of Success:

- ME3.1 Maintain local air quality within Government limits**
- ME3.2 Target improvements in residential areas & green spaces for community use**
- ME3.3 Maintain grant award levels for conservation & development of historic buildings and conservation areas**
- ME3.4 Improve energy efficiency practices in Council buildings to achieve 1% per year energy use reduction**

ME4 Utilise planning regulations to ensure sustainable & appropriate development

Through planning policies and legislation the Council will continue to encourage a concerted drive to increase the levels of brownfield development. The Council will also direct development to the more sustainable locations and by the use of Section 106 agreements ensure that the quality of developments and the environment for existing and future occupiers is not compromised.

We will:

Measures of Success;

- ME4.1 Increase the development of housing on brownfield sites to 65% within 3 years**
- ME4.2 Increase the use of section 106 clauses in developments**
- ME4.3 Adopt 'homes for life' standards where appropriate**

Promise 4

Improve Local Housing, Health & Well-Being

HW1 In Partnership, Alleviate Deprivation & Social Exclusion

****high priority****

The Council is committed to focus on Carlisle's more deprived areas and give the unique problems that they face increased attention in order to find ways of improving quality of life. The Council will work with partners in other agencies to deliver co-ordinated action on issues such as health, education, employment and housing.

We will:

Measures of Success:

HW1.1 In partnership, reduce deprivation levels in our most deprived areas

HW1.2 In partnership, increase benefits take-up by vulnerable groups by 10% within 2004/5

HW1.3 In partnership, Increase the amount of young people's activities in target areas

HW2 In Partnership, Promote Healthy Living & Lifestyles

As part of its community leadership role, the Council will work with health partners to promote healthy living and lifestyles – key determinants of a positive quality of life. In addition, the Council has a particular responsibility as employers to look after the welfare of its staff.

We will:

Measures of Success:

HW2.1 Contribute to the delivery of Primary Care Trust health targets, particularly with regard to obesity and high mortality rates in women

HW2.2 Develop a corporate Child Protection Policy by December 2004 which complements that of the County Council

HW2.3 Increase the number of people taking regular, moderate exercise by 1% annually

HW3 Ensure the Provision of Suitable Housing

The Council has a statutory responsibility to balance housing markets, ensuring an appropriate provision of housing in all sectors to meet public need. This will be expressed in a housing strategy, to be delivered by all partners and facilitated by the Council using its own powers and assets.

We will:

Measures of Success:

- HW3.1 ***Produce a SMART, 3-year Housing Strategy by October 2004***
- HW3.2 ***Make fit 4% of unfit properties and return to occupation 5.6% of empty private sector dwellings every year***
- HW3.3 ***In partnership, make decent 70% of those properties lived in by vulnerable people, which do not meet the Decent Homes Standard, by 2010***
- HW3.4 ***Encourage the development of affordable housing schemes in both urban and rural areas***

HW4 Provide Support & Housing to People Who Are, or Are Potentially, Homeless &/or Vulnerable

The Council is responsible for making benefits payments to those who need them, either for housing or Council Tax or both. It will seek to provide an 'excellent' service in this area. In addition, the Council is responsible for housing those who claim to be homeless and will undertake a review of the long-term suitability of its homelessness provision to ensure that it is equipped to cope with increased numbers and continues to fulfil statutory duties.

We will:

Measures of Success:

- HW4.1 ***In partnership, ensure the provision of suitable short-term accommodation***
- HW4.2 ***Undertake suitability review of Council's homelessness accommodation by 2005***
- HW4.3 ***Achieve 'excellent' rating for housing benefit service by 2006/7***

Promise 5

Provide Sound Council Management

CM1 Put Customers First

The Council wishes to become increasingly customer-focused, with increased efforts to ensure that local requirements are met and exceeded.

We will:

Measures of Success:

- CM1.1 ***Increase customer satisfaction with Council services by 3% per year***
- CM1.2 ***Increase to 80% the percentage of customers dealt with at first point of contact by 2007***
- CM1.3 ***To meet Government targets for electronic delivery of all relevant services by 2005/6***

CM2 Improve the Health & Development of Staff & Members

The Council has recently designed improved development programmes and is implementing programmes to reduce levels of sickness and improve motivation. The Council is committed to become an employer of choice and a model of good practice.

We will:

Measures of Success:

CM2.1 Encourage & support all Members to engage with the Member Learning & Development Programme

CM2.2 Ensure staff have sufficient skills and knowledge to perform their role effectively

CM2.3 Reduce incidence of staff sick leave to national average by 2007

CM3 Improve Decision-Making

The Council will continue to ensure that decisions are made on the basis of appropriate, timely factual information and a risk management approach. The Council's Overview and Scrutiny Committees will continue to play a key role in developing the Council's approach in these areas and will continue to evolve in line with national best practice.

We will:

Measures of Success:

CM3.1 Enhance the use of business case methodology (incl. procurement) for high-value or high-risk projects

CM3.2 Achieve comprehensive approach to information management by 2007

CM3.3 Implement improved risk monitoring procedures within 2004

CM3.4 Continue to develop Overview & Scrutiny function in line with best practice

CM4 Provide Sound Financial Management

The Council will continue to provide prudent financial stewardship of taxpayers' money and will increasingly match resources to those issues which have been identified, through consultation, as priorities. It will continue to look for ways to increase our efficiency as an organisation and reinvest the savings we make in priority areas.

We will:

<i>Measures of Success:</i>	
CM4.1	Clearly match financial/non-financial resources to priorities
CM4.2	Generate 2.5% efficiency savings annually to reinvest in Council priorities
CM4.3	Maintain revenue collection rates for Council Tax and non-domestic rates within upper quartile position
CM4.4	Improve housing benefit payment times to top quartile by end of 2004/5 and maintain thereafter
CM4.5	Reduce inappropriate benefits payments annually by adhering to SAFE (Security Against Fraud & Error) policies

CM5 Achieve Excellence in Core Council Services **high priority******

The Council is focused on its performance in the provision of key services, as defined by Government standards and targets.

We will:

<i>Measures of Success</i>	
CM5.1	Achieve 100% performance indicator accuracy and timeliness by 2006
CM5.2	Achieve top-quartile performance in key performance indicators
CM5.3	Use Best Value reviews and Performance Indicator data to drive improvement & implement Best Value action plans

Key Priorities

It is considered that there are four aims that are of higher priority than the others. These are (in no order of priority):-

- Achieve Excellence in Core Council Services
- Develop Carlisle's Regional Status
- Develop Carlisle Infrastructure
- In Partnership, Alleviate Deprivation & Social Exclusion