



# REPORT TO COUNCIL

## PORTFOLIO AREA: CROSS CUTTING

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Date of Meeting: 29 JUNE 2009

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Public

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Key Decision: Yes

Recorded in Forward Plan:

No

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### Outside Policy Framework

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**Title:** Carlisle City Council's Transformation Programme –  
Development of the Council's Priorities

**Report of:** Deputy Chief Executive

**Report reference:** CE 13 09

**Summary:** As part of the City Council's Transformation Programme a new set of priorities are being developed with the aim of producing a new corporate plan for the Council to work to from 1<sup>st</sup> April 2010. Before the detailed work on the new corporate plan begins – Council is invited to consider two strategic themes upon which the more detailed and specific objectives, plans and targets that constitute a corporate plan can be based.

### Recommendations:

1. That the Council approves the adoption of the two strategic themes of 'The Environment' and 'The Economy' as described below.
2. That Council notes that this is the beginning of a process that will result in a new strategic plan for the Council's consideration in due course – effective from April 2010.

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

## 1. BACKGROUND INFORMATION AND OPTIONS

1.1 The Council's Transformation Programme includes the development of a new corporate plan designed around a new set of priorities. Attached at Appendix 1 is the report that the Executive considered at its meeting on 16 June 2009. That report includes the observations of the three Overview & Scrutiny Committees. Attached at Appendix 2 is the decision notice from the same meeting of the Executive.

1.2 Two priority themes are proposed. These are 'The Economy' and 'The Environment'. The nature of these themes is as follows.

1.3 **The Economy** – This theme is about growing Carlisle for the future. The Appendix to the attached Executive report outlines some proposed long term strategic outcomes such as a diverse economy, decent and affordable housing, sustainable public transport and a thriving city centre. Many of the outcomes under this strategic theme can only be delivered through partnership – making the most of the Council influencing and community leadership role. The Council's work with Carlisle Renaissance will be central to the success of the theme.

1.4 **The Environment** – This theme is primarily about improving the places where people live. The intention is to develop ways of working more locally and flexibly to directly address those things that concern communities, citizens and businesses. The principle has been established with the area maintenance teams – this can be grown and developed into a fundamentally new way of working where service delivery is shaped at a local level according to the needs of communities. The Executive propose that tackling these 'quality of life issues' at a local level can result in outcomes that build a sense of community with a positive impact in the longer term of key strategic concerns such as health and crime & disorder.

1.5 The agreement of these priority themes will set the scene for further work as officers develop the Corporate Plan. During this work extensive consultation with a wide range of stakeholders will ensure that *how* these priority themes are delivered reflects the needs and concerns of our communities, citizens and businesses.

1.6 The targets, measures and key projects outlines in the Appendix to the Executive report are intended to illustrate how the priorities could work. The Council is not being asked at this time to commit to actions at this level – that detail will emerge as the corporate plan is developed.

1.7 In conclusion the proposed priority themes will set the tone for the development of a strategic plan containing clear and unambiguous priorities and objectives that guide decision-making for members and drive the work of the new management team.



## PORTFOLIO AREA: CROSS CUTTING

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Date of Meeting: 16 June 2009

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Public

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Key Decision: Yes

Recorded in Forward Plan: Yes

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Outside Policy Framework

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**Title:** TRANSFORMATION PROGRAMME – REVIEW OF PRIORITIES  
**Report of:** Deputy Chief Executive  
**Report reference:** PPP 26/09

### Summary:

At its meeting of 5 May, the Executive considered report ref CE10/09 that outlined a transformation programme for the City Council. This report presents a more detailed consideration of what the proposed priorities of “economy” and “environment” might entail and how they may translate into service delivery. This is contained within appendix 1. Consultation has been undertaken with Corporate Resources, Community and Infrastructure Overview and Scrutiny Committees, the parish councils and local residents through Carlisle Focus and the website, and this will be tabled at the meeting.

### Recommendations:

1. The Executive considers the work so far on the proposed priorities, mindful of the requirement for them to be “clear and unambiguous”
2. The Executive considers how the proposals are informed by the consultation
3. The Executive refers the proposals to a special meeting of Full Council, 29 June, for consideration and adoption
4. The Executive acknowledges that more detailed development of the proposals is required as the transformation programme progresses, and that this is done in collaboration with partners and with our local communities where there is opportunity to do so.

**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**

## **Reasons for recommendations:**

To determine clear priorities for the City Council that will help us to restructure and refocus the organisation and that will be sufficiently robust to help lead Carlisle out of the recession.

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## **1. BACKGROUND**

There is a requirement for the City Council to make significant financial savings, in common with much of the rest of local government and the wider public sector. We are embarking upon a programme of transformation that will restructure and refocus the organisation and this will be driven by a review of our corporate priorities.

We have had three priorities for a number of years: Cleaner, Greener, Safer, Learning City and Carlisle Renaissance and although we can demonstrate a number of significant achievements, the priorities have proved to be quite broad. Our ambition to continue to improve and to achieve more for our local communities means we need to determine a clearer focus and purpose for our organisation. The economic downturn is having a significant impact on Carlisle and the Council has a critical role to play in leading the City through recovery.

The priorities of the City Council should allow it to exercise its strategic and community leadership roles and should facilitate working in partnership to gain efficiencies and to improve local service delivery.

A number of the proposals outlined in Appendix 1 demonstrate how activities of the City Council would align with the Carlisle Partnership and support delivery of the Community Plan for Carlisle and the Cumbria Local Area Agreement. We are also mindful of the Duty to Involve and a number of the proposals may serve to develop a bigger role for local people in influencing decisions that affect them and helping to shape the places where they live.

## **2. CONSULTATION:**

Undertaken: Community, Corporate Resources and Infrastructure Overview and Scrutiny Committees  
Senior Management team / Service Heads  
Parish councils

Residents through Carlisle Focus and the website  
The Consortium<sup>1</sup>

However, the priorities remain in the early stages of development and there will be opportunity, for further, more detailed consultation with staff, with partners, and with our local communities in determining how the headline proposals translate into more detailed, practical service delivery and improvement.

### **3. IMPLICATIONS**

The short and long term implications of the transformation programme on the Council's financial position, on employees, and on local communities, will be determined as it progresses and will be subject to further reporting.

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<sup>1</sup> Previously referred to as the service level agreement with Cumbria Disability Network, Cumbria Outreach and AWAZ

Priority	Economy	Environment
<b>Strategic objective</b>	To strengthen Carlisle's economic position both now and in anticipation of economic recovery	To make Carlisle a great place to live
<b>Long term strategic outcomes</b>	<ul style="list-style-type: none"> <li>• A diverse economy that includes high value added jobs and opportunities for graduates</li> <li>• A range of housing that is decent and affordable and helps to sustain communities</li> <li>• Public transport that supports sustainable development</li> <li>• A thriving city centre and other service centres – <i>to be defined</i></li> </ul>	<ul style="list-style-type: none"> <li>• Increase satisfaction with the places people live</li> <li>• Improve access to green space and opportunities for physical activity</li> <li>• People feel safer</li> <li>• People feel they can influence decisions that effect them</li> <li>• People are active citizens</li> <li>• People get on well together</li> <li>• Reduce health inequalities in urban and rural communities</li> <li>• Improve quality of life for our most vulnerable groups</li> </ul>
<b>Targets / measures</b>	<p>Carlisle Renaissance success measures <i>to insert</i></p> <p>VAT registration rate NI 171 LAA</p> <p>Working age people on out of work benefits NI 152</p> <p>Working age people claiming out of work benefits in worst performing neighbourhoods – NI 153 LAA</p> <p>Previously developed land vacant / derelict for more than 5 years – NI 170</p> <p>Net additional homes provided NI 154 LAA</p> <p>Number of affordable homes NI 155 LAA</p> <p>Access to services by public transport, walking and cycling NI 175 LAA</p>	<p>% satisfied with where they live – NI 5 LAA</p> <p>% satisfied with parks and open space</p> <p>No. of green flag awards</p> <p>Adult participation in sport – NI 8</p> <p>Street cleanliness (graffiti, litter, fly posting) NI 195 LAA)</p> <p>Street cleanliness (fly tipping) NI 196</p> <p>% different backgrounds get on well together – NI 1 LAA</p> <p>% feel they can influence decisions in their locality – NI 4 LAA</p> <p>People who volunteer – NI 6</p> <p>Health inequalities between spearhead area and England population</p> <p>Healthy life expectancy at 65 yrs – NI 137</p> <p>Level 3 <i>or Achieving</i> Equality Standard</p> <p>Crime / anti-social behaviour indicators</p>
<b>Key projects / How?</b>	<p>Support delivery of Carlisle Renaissance – <i>define how to ensure clarity</i></p> <p>Deliver the Local Development Framework / Growth Point programme</p> <p>Deliver the property review</p> <p>Support local businesses through the recession - recession planning <i>could be smartened up into action plan</i></p> <p>Develop a green travel plan <i>across the Partnership</i></p>	<p>Develop area based working across the Carlisle Partnership <i>that is informed by the empowerment pilots</i></p> <p>Produce neighbourhood action plans <i>in Carlisle South</i> that reflect the different priorities of local communities</p> <p>Produce community led plans in rural communities – <i>to be defined</i></p> <p>Develop a site for the gypsy and traveller community – based on best practice</p> <p>Develop a community resource (<i>centre of excellence</i>) for homeless people and the wider community</p> <p>Deliver the Health Improvement Plan – <i>this is for the Partnership – the Council could define its role more fully</i></p>
<b>Values</b>	Demonstrate excellent community leadership	

A top performing organisation  
Achieve value for money  
Empower our employees  
Work in partnership  
Manage our impact on the  
environment  
Focus on most vulnerable  
Nurture our councillors and  
employees



**Decision Ref No:**

EX.133/09

**Subject Matter:**

## REVIEW OF PRIORITIES

Pursuant to Minute EX.89/09 the Deputy Town Clerk and Chief Executive reported (PPP.26/09) on the Review of Priorities which was being carried out as part of the Transformation Programme. He set out for Members further details as to what the priorities of Economy and Environment might entail and how they may be translated into service delivery.

The Deputy Town Clerk and Chief Executive added that consultations on the Review of Priorities had been carried out with the three Overview and Scrutiny Committees and minute excerpts from those meetings were circulated for Members' consideration. He added that the Overview and Scrutiny Committees comments had been helpful and constructive. It was proposed that consideration of the priority areas should be carried out at a Special Meeting of the City Council on 29 June 2009 which would enable the Council to determine the priority areas. Further work would then be carried out to translate those priority areas into plans for delivery.

The Head of Policy and Performance set out for Members details of the consultation on the priority areas which had been carried out via the City Council Focus magazine and the Council's website and added that whilst responses to date had been limited, there was time to develop those consultations further. She also commented on consultations which had been carried out with other groups including staff, and the consortium which included the disability network Outreach and AWAZ.

The Deputy Town Clerk and Chief Executive added that there appeared to be support for the two priority areas which had been identified and support for the proposals to develop the area based teams around the priority for the Environment with the wider work of growing Carlisle included in the Economy priority.

Members considered the report and the consultations which had been carried out with groups including the Consortium but noted that there had been no consultation as yet with the Neighbourhood Forums. Members also noted that there were residents who would not be able to respond to the consultation process via the Council's website and Internet.

The Deputy Town Clerk and Chief Executive added that the Council would be asked to consider the recommendation to set the Council's priorities of Economy and Environment but recognised that more detailed work needed to be carried out on how the Council would deliver against those priorities. He suggested that the details of delivery would require further consultation and a significant amount of time would need to be spent in considering how the priorities could be best delivered.

The Leader commented that it was the right time for the Council to review its priorities and look to the future. In terms of the Environment the Council would need to consider how it could work with local communities to deliver that priority and in terms of the Economy the Council would need to look to see how it could help move Carlisle out of the recession. He added that the Council's existing priorities had delivered good results and Carlisle as a City had improved greatly. The Council would continue to work with the Carlisle Partnership and would support Carlisle Renaissance.

**Decision:**

- (1) That the Overview and Scrutiny Committees, staff and the public be thanked for taking part and responding to the consultation.
- (2) That the City Council at its meeting on 29 June be asked to consider and adopt the Council's proposed priority themes of Economy and Environment.
- (3) That the Executive acknowledge that a more detailed development of the proposals is required as the Transformation Programme progresses and that this is done in collaboration with partners and local communities where there is an opportunity to do so.

**Key or Non-Key Decision:**  **Key Decision Ref:**

**Portfolio:**

**Who made decision:**

**Date:**

**Reports and Background Papers considered:**

**Reasons for Decision:**

**Summary of Options rejected:**

**Interests declared**

**Date published**

**Urgent decision not subject to call in**

**Consent of Chairman/ Deputy Chairman of Council to Urgency:**

**Deadline for call-in:**

**Implementation date if not called-in:**

**Relevant Overview and Scrutiny Committee:**

**Call-in notified to and date notified:**

**Approved for implementation on:**

