



REPORT TO EXECUTIVE

PORTFOLIO AREA: Promoting Carlisle

Date of Meeting: 19 November 2007

Public Yes

Key Decision: No Recorded in Forward Plan: No

Inside Policy Framework Yes

Title: Cumbria Sustainable Community Strategy – Consultation Response

Report of: Carlisle Partnership Manager

Report reference: PPP 84/07

Summary:

The Cumbria Strategic Partnership (CSP) published a consultation draft of “Cumbria Community Strategy” on 10 September 2007 for consideration by partners, requesting responses by 03 December 2007. This report presents the draft Strategy (Annex A) and a proposed response (Annex B).

Recommendations:

- 1.To consider the draft Strategy (Annex A).
- 2.To authorise the proposed response (Annex B).

Contact Officer: Ned Kemp

Ext: 7030

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

Cumbria's first Community Strategy, Sustainable Cumbria, was agreed through the Cumbria Strategic Partnership (CSP) and published in 2004. The role of the Community Strategy is to set out the strategic vision for the area.

An initial plan to refresh Sustainable Cumbria was put in place in autumn 2006. This plan was revised in light of the contents of the Local Government White Paper Strong and Prosperous Communities and Government timetables.

One role of the CSP is to bring together the range of partners required to develop a long term vision for the county which will also be shaped to respond to Cumbria's challenges in a co-ordinated way. It is through the Community Strategy that the vision is expressed. The new format Local Area Agreement (LAA) will be developed, in conjunction with this, and agreed with Government as a shorter term, three year plan to deliver the vision in partnership alongside other key strategies and plans.

The White Paper also restates the importance of the Community Strategy and other local (geographic or thematic) and regional plans "having regard to each other". In view of this, one of the first steps taken in developing the draft Community Strategy was to map themes and priorities or issues identified in some key strategic documents, including the Community Strategies developed through each of the Local Strategic Partnerships (LSPs) in the county.

Other information sources used to inform an initial discussion document and, subsequently, the draft document were:

- A draft Community Strategy vision
- The vision, outcomes and priorities from the current LAA, negotiated with Government in early 2007
- Indications of national priorities for Cumbria, received through Cumbria's involvement in the feasibility testing of the revised model for LAAs with Communities and Local Government
- Survey information from MORI and the Best Value User Satisfaction Survey in respect of what the public think
- Information about Cumbria's performance in respect of a collated set of key performance indicators, received through Cumbria's involvement in the feasibility testing of the revised model for LAAs with Communities and Local Government. These were provided as an indication of the make up of the set of 198 indicators that will be central to the new national performance framework, Comprehensive Area Assessment (CAA) and the revised model of LAA.
- Forecasting, trend, and contextual information about the county

The Discussion Document, informed by the above, was considered by the full CSP, the Thematic Partnerships of the CSP, each of the LSPs and by other partners. These considerations have been used to reshape the Discussion Document into the draft Community Strategy.

The next stage of the development process was to compatibility test the draft text using the Cumbria Sustainability Framework. This process has resulted in a number of recommendations some of which have been incorporated into the text which has been made available for the full consideration of partners on the CSP website since 10 September 2007.

The draft Community Strategy is the subject of consultation 3 December 2007. Partners are invited to respond under the following headings:

- Does the document reflect Cumbria?
- Comments on the Vision / Cumbria Story
- Comments on each theme:
 - The Vision for the theme
 - The Outcomes
 - How will we know we are getting there
 - The transformational/key actions

At the end of the consultation period, each Thematic Partnership will be asked to consider the consultation responses and the Community Strategy will be finalised in December 2007/ January 2008 in preparation for presentation to the CSP Executive Board at its meeting on 22 January 08.

Summary

The Community Strategy aims to provide the strategic framework for all activity in Cumbria, setting out the vision and priorities for the county over the next 20 years. It is crucial that all partners are actively engaged in the development and delivery of the strategy, using the mechanism of the LAA where appropriate and otherwise ensuring that other delivery plans are aligned.

2. RESPONSE HEADLINES

- a. **The draft fails to capitalise on the opportunity presented by the Strategy for Cumbrians to express their own aspirations difficulties and plans. The tone and pace of the document is muted and downbeat not bold and ambitious.**
- b. **The structure of the draft is complex and it will have a complex relationship with other plans, documents and organisational structures.**
- c. **The vision is generic and not “Cumbrian” enough.**

- d. **The content of the themes carries on the muted tone and generic references of the vision. There are no headlines to make the reader think this Strategy is important.**

3. THE MISSING ELEMENT

The period from October 2006 (Publication of the white paper “Stronger More Prosperous Communities”) until the rejection of Cumbria County Council’s unitary bid “One council, One vision, One voice” on 25 July 2007 represented a disruptive, expensive and difficult time for Local Authorities in the County.

The County Council’s unitary bid and the District Council’s “Better Government for Cumbria” propositions, both acknowledged a need to improve Local Government in the County. Both calculated potential savings of better working practices of around £20 millions. Both originators have publicly declared their intention (since the decision of 25 July 2007) to take up the challenge posed by the Department of Communities and Local Government to develop an “Enhanced two tier working” arrangement, perhaps better expressed as “Enhanced three tier working” to give weight to the importance of engagement with Parish Councils and other Community Organisations at a much more local level.

The publication of the new Cumbria Sustainable Community Strategy presents an opportunity to publicise the intention of County and District Councils to work together to be better and more efficient, which all acknowledge is important to the future of Cumbria. Placing “Enhanced three tier working” on the agenda for Cumbria will enable the whole Cumbria Strategic Partnership to support development of the work already done and to hold the Local Authority Partners to account for progress and monitor results.

4. CONSULTATION

The Carlisle Partnership has considered the draft Strategy (Forum 05 November 2007) and was able to reach a consensus in supporting the response at Annex C.

5. RECOMMENDATIONS

That the Executive authorise the proposed response (Annex B).

6. REASONS FOR RECOMMENDATIONS

To assist the Cumbria Strategic Partnership to produce a Sustainable Community Strategy for the county which is bold, ambitious and practical, reflecting and supporting the Carlisle Community Plan and the aspirations of the City.

7. IMPLICATIONS

By its nature the Cumbria Sustainable Community Strategy will have far reaching implications in all aspects of City Council Business. Key to the development of these various plans (Carlisle's own Community Plan, the Local Area Agreement, the Economic Strategies for Carlisle and for Cumbria) is that they will, as they are refreshed and replaced, be more co-ordinated. The implications of the Strategy are "indirect" but the delivery of LAA targets is accountable to the CSP. The precise nature of governance and accountability for the new performance framework altogether remains obscure at present though it seems likely that in the medium term the role of the CSP will expand in this respect.

It is impossible to specify the impact on each area of City Council business however the following indirect effects seem probable:

- Staffing/Resources – Nil direct. Shared services and streamlined working practices are likely to have an effect.
- Financial – Nil direct. The pooling and aligning of funding streams (in the LAA at present but perhaps likely to spread wider) together with pressure to achieve savings are likely to have a medium term effect.
- Legal – Nil direct. Governance issues regulating the relationships between the City Council, Carlisle Partnership, Cumbria Strategic Partnership and other partners are likely to require careful consideration.
- Corporate – Nil direct. The identity of the City Council and its place within an enhanced 3 tier structure will need considered protection.
- Risk Management – Nil direct. Risks are certain to become more complex in what must be a period of substantial change.
- Equality and Disability – Nil direct. There will be opportunities to align our procedures and offer leadership in these areas during equality impact assessment.
- Environmental – Nil direct. The strategy will undergo a full sustainability assessment and the process has the potential to yield substantial improvements in performance
- Crime and Disorder – Nil direct. Governance and funding of the CDRP may well be revised.
- Impact on Customers – Nil direct. The impact should be for the good.

Cumbria Community Strategy – Consultation (Autumn 2007)

Carlisle City Council (draft) Response:

“Carlisle City Council welcomes the opportunity to respond to the consultation and acknowledges the work of the Cumbria Strategic Partnership in compiling a Strategy for such a large and diverse county.

However, the City Council has reservations regarding the tone and tempo of the Draft and requests the CSP to consider the following comments:

a. Forcefulness, Substance and Pace.

The Cumbria Sustainable Community Strategy is virtually the only document in which the county can say what it likes about itself , its successes and difficulties, its ambitions and aspirations and its own plans and priorities. The CSP doesn't need to negotiate with anyone outside the county or compromise or defer in any way, it is in complete control.

The present draft fails to capitalise on this unique opportunity!
It is far too anodyne and generic. It should be bold and set a tone;

Cumbria is great because.....

Cumbria is failing in.....

Cumbria's priorities are.....

We will improve by doing X!

We will grow by building Y....!

We will be more successful because Z.....!

b. Structure.

The Strategy has 10 themes, the CSP now has 7 thematic partnerships, the old LAA had 4 blocks, the new performance framework indicators are divided into 7 groups.

Cumbria Strategy	CSP	New PI	Old LAA/CSP
Themes	Thematic Groups	Blocks (Outcomes)	Blocks/Thematic Groups
Children & Young People	CYP	CYP	CYP
The Economy of Cumbria	Cumbria Vision	Local Economy	Economy & Enterprise
Healthy Communities	Health & Wellbeing Board	Adult Health & Wellbeing	Healthy Communities & Older People
Older People			
Safer Communities	Safer Stronger Communities	Safer Communities	Safer Stronger Communities
Stronger Communities		Stronger Communities	
The Environment	Cumbria Environment & Heritage	Environmental Sustainability	
Heritage and Culture			
Housing and Planning	PLATH		
Access, Transport & Infrastructure			
	Cumbria Waste Partnership	Tackling Exclusion & Promoting Equality	

It is for consideration that the responsibilities and authority lines will be difficult to track through the various instruments/organisations and that internal communications will be strained unnecessarily by the complexity of themes and number of groups.

Additionally it is for consideration that each thematic group appears to be of equal influence (?). Is it seriously proposed that the Waste partnership is equivalent to the Children and Young Peoples Board in significance ?

c. The Vision.

The vision is too long and generic. It could be applied to anywhere in England, there is nothing that identifies it as about Cumbria e.g. no mention of the Lake District or Hadrian's Wall, no mention of the nuclear industry, no mention of ship building, no mention of our international border or our vast open spaces. There is nothing objectionable but equally there is nothing to aspire to or to inspire, provoke or enthuse.

d. Themes.

Taking the example of the “Access, transport and infrastructure” theme:

The Vision - Too anodyne and generic and not “visionary” or “Cumbrian” enough.

Why not “Measurably improved access to jobs and services for all our people via first class road, rail and communications networks, connecting our communities within the county and globally.

The Outcomes - Would it not be better to use phrases like “ X number of people are KSI on our roads each year which is too many.”
then linking key actions.....

and

Linking to how we measure achievement.

i.e. Problem, action, result.

The transformational/ key actions – “Vigorously pursue improvements to our key A roads (A66, etc)”

How we will know we are getting there – “KSI reduction”

e. The Missing Element.

The period from October 2006 (Publication of the white paper “Stronger More Prosperous Communities”) until the rejection of Cumbria County Council’s unitary bid “One council, One vision, One voice” on 25 July 2007 represented a disruptive, expensive and difficult time for Local Authorities in the County.

The County Council’s unitary bid and the District Council’s “Better Government for Cumbria” propositions, both acknowledged a need to improve Local Government in the County. Both calculated potential savings of better working practices of around £20 millions. Both originators have publicly declared their intention (since the decision of 25 July 2007) to take up the challenge posed by the Department of Communities and Local Government to develop an “Enhanced two tier working” arrangement, perhaps better expressed as “Enhanced three tier working” to give weight to the importance of engagement with Parish Councils and other Community Organisations at a much more local level.

The publication of the new Cumbria Sustainable Community Strategy presents an opportunity to publicise the intention of County and District Councils to work together to be better and more efficient, which all acknowledge is important to the future of Cumbria. Placing “Enhanced three tier working” on the agenda for Cumbria will enable the whole partnership to support development of the work already done and to hold the Local Authority Partners to account for progress and monitor results.

The City Council looks forward to a much more ambitious and unambiguously Cumbrian, Final strategy.”

Community Strategy Consultation

Please respond to the questions below by 12 noon December 3 to sonya.frankland@cumbriacc.gov.uk

Organisation Carlisle City Council Email Contact NedK@carlisle.gov.uk

**In all sections if you are proposing a change please state where and include new wording.
Please respond in a bullet point format and type into the boxes below**

All feedback will be collated and the document will be finalised in December/ January. The consultation responses and a summary of where changes have been made will be placed on the CSP Website in January 2008. An email alert will be sent to notify you that this is on the website. If you have any queries please contact Sonya Frankland on 01768 242313

sonya.frankland@cumbriacc.gov.uk

1. Does the document reflect **Cumbria? – does the overall document reflect the key issues and aspirations for the county.**

The Cumbria Sustainable Community Strategy is virtually the only document in which the county can say what it likes about itself , its successes and difficulties, its ambitions and aspirations and its own plans and priorities. The CSP doesn't need to negotiate with anyone outside the county or compromise or defer in any way, it is in complete control.

The present draft fails to capitalise on this unique opportunity!

Its far too anodyne and generic. We should take a leaf out of Cumbria Visions book and be bold....

e.g.

Cumbria is great because.....

Cumbria is failing in.....

Cumbria's priorities are.....

We will improve by doing X! We will grow by building Y....! We will be more successful because Z.....!

2. The vision / Cumbria Story – general comments, does this reflect what you feel is important for a Community Strategy for Cumbria.

The vision is too long and generic.

It could be applied to anywhere in England, there is nothing that identifies it as about Cumbria e.g. no mention of the Lake District or Hadrian's Wall, no mention of the Nuclear industry, no mention of Ship building, no mention of our international border or our vast open spaces.

There is nothing objectionable but equally there is nothing to aspire to or to inspire, provoke or enthuse.

Community Strategy Consultation

Please respond to the questions below by 12 noon December 3 to sonya.frankland@cumbriacc.gov.uk

<p>3. a) Access, transport and infrastructure The vision –does the vision reflect what Cumbria should be like in 20 years time?</p> <p>Too anodyne and generic and not “visionary” or “Cumbrian” enough. Why not “Measurably improved access to jobs and services for all our people via first class road,rail and communications networks, connecting our communities within the county and globally.</p>
<p>3. b) Access, transport and infrastructure The outcomes – are these the right ones to achieve the vision? Yes / No. if no please specify what changes are needed and why, referring to evidence.</p> <p>Would it not be better to use phrases like “ X number of people are KSI on our roads each year which is too many.” then linking key actions..... and Linking to how we measure achievement. Problem, action, result.</p>
<p>3. c) Access, transport and infrastructure The transformational/ key actions – are the actions the right ones? Yes / No. if no please specify what changes are needed and why, referring to evidence</p> <p>Vigorously pursue improvements to our key A roads (A66, etc)</p>
<p>3. d) Access, transport and infrastructure How we will know we are getting there – are these the right indicators to reflect success? Please give details of alternate indicators where relevant including where further information can be sourced.</p> <p>KSI reduction</p>

Community Strategy Consultation

Please respond to the questions below by 12 noon December 3 to sonya.frankland@cumbriacc.gov.uk

4. a) Children and Young People

The vision –does the vision reflect what Cumbria should be like in 20 years time

4. b) Children and Young People

The outcomes – are these the right ones to achieve the vision? Yes / No. if no please specify what changes are needed and why, referring to evidence.

4. c) Children and Young People

How we will know we are getting there – are these the right indicators to reflect success? Please give details of alternate indicators where relevant including where further information can be sourced

4. d) Children and Young People

The transformational/ key actions – are the actions the right ones? Yes / No. if no please specify what changes are needed and why, referring to evidence

5. a) The Economy of Cumbria

The vision –does the vision reflect what Cumbria should be like in 20 years time?

5. b) The Economy of Cumbria

The outcomes – are these the right ones to achieve the vision? Yes / No. if no please specify what changes are needed and why, referring to evidence.

5. c) The Economy of Cumbria

How we will know we are getting there – are these the right indicators to reflect success? Please give details of alternate indicators where relevant including where further information can be sourced.

5. d) The Economy of Cumbria

The transformational/ key actions – are the actions the right ones? Yes / No. if no please specify what changes are needed and why, referring to evidence

Community Strategy Consultation

Please respond to the questions below by 12 noon December 3 to sonya.frankland@cumbriacc.gov.uk

6. a) The Environment

The vision – does the vision reflect what Cumbria should be like in 20 years time?

6. b) The Environment

The outcomes – are these the right ones to achieve the vision? Yes / No. if no please specify what changes are needed and why, referring to evidence.

6. c) The Environment

How we will know we are getting there – are these the right indicators to reflect success? Please give details of alternate indicators where relevant including where further information can be sourced.

6. d) The Environment

The transformational/ key actions – are the actions the right ones? Yes / No. if no please specify what changes are needed and why, referring to evidence.

Community Strategy Consultation

Please respond to the questions below by 12 noon December 3 to sonya.frankland@cumbriacc.gov.uk

7. a) Healthy Communities

The vision –does the vision reflect what Cumbria should be like in 20 years time? If not why not and please provide alternative wording.

7. b) Healthy Communities

The outcomes – are these the right ones to achieve the vision? Yes / No. if no please specify what changes are needed and why, referring to evidence.

7. c) Healthy Communities

How we will know we are getting there – are these the right indicators to reflect success? Please give details of alternate indicators where relevant including where further information can be sourced.

7. d) Healthy Communities

The transformational/ key actions – are the actions the right ones? Yes / No. if no please specify what changes are needed and why, referring to evidence

Community Strategy Consultation

Please respond to the questions below by 12 noon December 3 to sonya.frankland@cumbriacc.gov.uk

8. a) Heritage and Culture

The vision – does the vision reflect what Cumbria should be like in 20 years time? If not why not and please provide alternative wording.

8. b) Heritage and Culture

The outcomes – are these the right ones to achieve the vision? Yes / No. if no please specify what changes are needed and why, referring to evidence.

8. c) Heritage and Culture

How we will know we are getting there – are these the right indicators to reflect success? Please give details of alternate indicators where relevant including where further information can be sourced.

8. d) Heritage and Culture

The transformational/ key actions – are the actions the right ones? Yes / No. if no please specify what changes are needed and why, referring to evidence

Community Strategy Consultation

Please respond to the questions below by 12 noon December 3 to sonya.frankland@cumbriacc.gov.uk

9. a) Housing and Planning

The vision –does the vision reflect what Cumbria should be like in 20 years time? If not why not and please provide alternative wording.

9. b) Housing and Planning

The outcomes – are these the right ones to achieve the vision? Yes / No. if no please specify what changes are needed and why, referring to evidence.

9. c) Housing and Planning

How we will know we are getting there – are these the right indicators to reflect success? Please give details of alternate indicators where relevant including where further information can be sourced.

9. d) Housing and Planning

The transformational/ key actions – are the actions the right ones? Yes / No. if no please specify what changes are needed and why, referring to evidence

Community Strategy Consultation

Please respond to the questions below by 12 noon December 3 to sonya.frankland@cumbriacc.gov.uk

10. a) Older People

The vision – does the vision reflect what Cumbria should be like in 20 years time? If not why not and please provide alternative wording.

10. b) Older People

The outcomes – are these the right ones to achieve the vision? Yes / No. if no please specify what changes are needed and why, referring to evidence.

10. c) Older People

How we will know we are getting there – are these the right indicators to reflect success? Please give details of alternate indicators where relevant including where further information can be sourced.

10. d) Older People

The transformational/ key actions – are the actions the right ones? Yes / No. if no please specify what changes are needed and why, referring to evidence.

Community Strategy Consultation

Please respond to the questions below by 12 noon December 3 to sonya.frankland@cumbriacc.gov.uk

11. a) Safer Communities

The vision –does the vision reflect what Cumbria should be like in 20 years time? If not why not and please provide alternative wording.

11. b) Safer Communities

The outcomes – are these the right ones to achieve the vision? Yes / No. if no please specify what changes are needed and why, referring to evidence.

11. c) Safer Communities

How we will know we are getting there – are these the right indicators to reflect success? Please give details of alternate indicators where relevant including where further information can be sourced

11. d) Safer Communities

The transformational/ key actions – are the actions the right ones? Yes / No. if no please specify what changes are needed and why, referring to evidence

Community Strategy Consultation

Please respond to the questions below by 12 noon December 3 to sonya.frankland@cumbriacc.gov.uk

12. a) Stronger Communities

The vision – does the vision reflect what Cumbria should be like in 20 years time? If not why not and please provide alternative wording.

12. b) Stronger Communities

The outcomes – are these the right ones to achieve the vision? Yes / No. if no please specify what changes are needed and why, referring to evidence.

12. c) Stronger Communities

How we will know we are getting there – are these the right indicators to reflect success? Please give details of alternate indicators where relevant including where further information can be sourced.

12. d) Stronger Communities

The transformational/ key actions – are the actions the right ones? Yes / No. if no please specify what changes are needed and why, referring to evidence