

REPORT TO EXECUTIVE			
PORTFOLIO AREA: STRATEGY & PERFORMANCE			
Date of Meeting:	15th April 2002		
Public			
Key Decision:	Yes	Recorded in Forward Plan:	Yes
Inside Policy Framework			

Title: DRAFT CORPORATE PLAN

Report of: Town Clerk & Chief Executive

Report reference: TC 79/02

Summary:

The report outlines the current status and proposed content of the Corporate Plan and recommends the next steps in its development.

Recommendation:

The Executive are asked to note the draft Corporate Plan as a basis for further consultation and refinement particularly with regard to targets and responsibilities.

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1.

2. BACKGROUND INFORMATION AND OPTIONS

Introduction

1. The Draft Corporate Plan 2002-2005 is presented for comment. It should be noted that at this stage the document is still being developed and an

important element of this development is the continuing consultation.

2. As members will recall, it is proposed that the new Corporate Plan will bring together the information previously presented in our Best Value Performance Plan together with a three year high level strategy for the council.
3. The White paper "Quality Public Services" was published in February. This has had a significant impact on both the direction of the Corporate Plan as well as the timetable. The White Paper announces the introduction of Comprehensive Performance Assessments (CPAs) where Local Authorities will be ranked on their overall performance. The White Paper also put back the deadline for publishing the Best Value Performance Plan to 30th June 2002.

The Corporate Plan and City Vision

4. The purpose of the Corporate Plan is to provide a 'route map' for the authority over the next three years. It will demonstrate clearly to the community and partners how the City Council intends to play its part in the delivery of City Vision. Importantly, it also provides the direction and context for business planning on a 3year basis within individual council services.
5. It is important to note that City Vision is an expression of the long-term aspirations of the whole community. Although the City Council, in its capacity as community leader, plays a significant role in facilitating the development of City Vision, it does not have a mandate to change or constrain the Vision of the community. Indeed, the City Council will not be involved in the delivery of all elements of the City Vision.
6. One of the purposes of the City Council's Corporate Plan is to clearly state how the council will contribute to achieving the City Vision. The Council will contribute through a variety of means such as direct delivery, working in partnership, enabling others to deliver or lobbying for assistance and support.

The Format of the Plan & Current Status

7. The Plan will begin with introductions by the Leader and Chief Executive. The context for the City Council locally regionally and nationally is set out in section two, which is followed with an expression of the City Council's vision and values.

Objectives are set out in section three and these are in two broad categories, Quality of life objectives and Council Management Objectives. The quality of life objectives are further subdivided into five themes:

Communities
Economic Prosperity
Health & Well Being

Infrastructure, Environment & Transport Celebrating Carlisle

These themes mirror those set out in City Vision to clearly outline our contribution to each City Vision theme.

8. There are also a number of service areas that do not feature in City Vision that the Council considers important and will need to be expanded upon in the Corporate Plan including:
 - Asset Management
 - Strategic Housing Issues
 - Supporting People
 - Housing Benefit/Council Tax Benefit
 - Housing Stock transfer
 - Leisuretime
 - Environmental Health
1. Council management objectives cover those internal issues that do not feature in City Vision that the Council considers important and on which it wishes to see some priority given. These issues include ensuring that the Council is an efficient and well-run organisation that engages with its customers effectively and with purpose. It is important that these internal issues are featured in the Corporate Plan to ensure that they are given sufficient attention and that progress can be measured.
2. The Objectives have been developed through the consultation undertaken so far (see 2.1) and may require further refinement to reflect emerging views such as those recently expressed by Overview & Scrutiny Committees (see appendix 2).
3. It will be noted that the tables outlining the objectives are at this stage incomplete. The information on targets and responsibilities within these tables is under development. The next stage of consultation (currently underway with Portfolio Holders and service/unit heads) is concentrating on the development of appropriate target information. These will be SMART targets

**Specific
Measurable
Achievable
Relevant
Timely**

and will be a mixture of local targets and national best value performance indicator targets. A complete schedule of BVPI targets will also be included as part of the Best Value Performance information which will be included as part of the final Corporate Plan. This section will also include other statutory

performance information which the authority is required to publish annually as part of the Best Value Performance Plan.

4. Other recognised gaps to be completed over the coming weeks include:
 - Financial Information (following guidance from the Executive)
 - A Service Specific Improvement Programme
 - Targets and responsibilities defined for all priorities
 - Statutory Best Value information

2. CONSULTATION

Consultation to Date

1. The Plan is being developed from a series of consultative workshops and meetings.
2. The priorities identified by the community as part of the extensive City Vision consultative process form the core of the Corporate Plan.
3. In December/January 2002 a series of interviews with Heads of Service were held in which they had an opportunity to review progress as well as highlight those issues that they felt would be significant over the short, medium and long term.
4. In March, District Audit facilitated a workshop for Portfolio Holders, Chairs of Overview and Scrutiny Chief Officers and Service Heads which focussed on service planning particularly on how the City Council responds to City Vision.
5. A similar workshop was held for Overview & Scrutiny to which all Members were invited and individual Overview and Scrutiny Committees have subsequently examined the outcomes from those workshops. These are summarised in appendix1 of this report.
6. A further series of interviews with Unit and Service Heads is currently underway to explore in detail the priorities and targets for each of the objectives. This will include linking appropriate Best Value Performance Indicators and Local performance Indicators to priorities.
- 7. Consultation proposed.**
8. The Plan will be the subject of further refinement over the coming weeks and a final consultative draft will be available for consideration by members on 20th May. The views of the City Vision partnership, staff, trade unions and partners will also be sought at this stage.

3. STAFFING/RESOURCES COMMENTS

N/A

4. CITY TREASURER'S COMMENTS

A 3 year financial strategy will form an integral part of the Plan.

5. LEGAL COMMENTS

N/A

6. CORPORATE COMMENTS

N/A

7. RISK MANAGEMENT ASSESSMENT

N/A

8. EQUALITY ISSUES

N/A

9. ENVIRONMENTAL IMPLICATIONS

N/A

10. CRIME AND DISORDER IMPLICATIONS

N/A

11. RECOMMENDATIONS

N/A

12. REASONS FOR RECOMMENDATIONS

To ensure that the Corporate Plan is progressed to meet the agreed timetable. The agreed timetable is attached as appendix 2.

Recommendation:

The Executive are asked to note the draft Corporate Plan as a basis for further consultation and refinement particularly with regard to targets and responsibilities.

Lorna Dobson / Jim White**Corporate Policy & Strategy Unit**

April 2002

Appendix 1

City Vision Theme:

COMMUNITIES

CITY VISION PRIORITIES	OVERVIEW & SCRUTINY			
Have powerful, Positive Communities	<i>Should Carlisle City Council be Involved?</i>	<i>What are we doing to achieve this at the moment?</i>	<i>What could we be doing in the future?</i>	<i>Who should be involved?</i>
Key Priority: To ensure we effectively act upon the views of the people of Carlisle, involve our communities more actively in decision making in the city area and improve our voter turn out at elections.	YES <i>Provider</i> <i>Partner</i> <i>Enabler</i> <i>Lobbyist</i>		<i>Area Working (reflecting true neighbourhoods)</i> <i>Citizenship – Developing Citizens Panel</i> <i>Involving young people</i>	<i>County Council</i> <i>Parish Councils</i>
Ensure that Carlisle is a safe, clean and attractive place to live	YES <i>Provider</i> <i>Partner</i> <i>Enabler</i> <i>Lobbyist</i>	<i>Parks</i> <i>Britain in Bloom</i> <i>Waste Management</i>	<i>Community Safety</i> <i>Tackle perception of crime</i> <i>Don't ignore suburbs and rural areas – fly-tipping and estate entrances</i>	<i>Police</i> <i>County Council</i>
Ensure the community has access to information and services 24 hours a day easily, promptly and at a local level	YES <i>Provider</i> <i>Partner</i> <i>Enabler</i> <i>Lobbyist</i>		<i>Better customer contact</i> <i>Co-ordinated provision of information – website</i> <i>Lobby for broadband access to rural areas esp. where cable passes through the area e.g. Longtown</i>	<i>Cable companies</i> <i>BT</i> <i>Utilities</i> <i>Local media</i>
Have a city where all people have equal access to goods, services and opportunities	YES <i>Provider</i>			

	<i>Partner</i> <i>Enabler</i> <i>Lobbyist</i>			
Ensure all children have a good start in life	YES <i>Partner</i>	<i>Surestart</i>	<i>Support & engage playgroups and crèches in community centres etc.</i>	<i>Health Service</i> <i>County Council</i>
Ensure that local government services are capable of being delivered electronically by 2005	YES <i>Provider</i>			
Ensure all new buildings are fully accessible for all and involve users in the planning stages, especially disabled users.	YES <i>Provider</i> <i>Partner</i>	<i>Access Officer</i> <i>Shop Mobility</i>	<i>Comply with the Disability Discrimination Act</i>	
Have a sense of belonging				
Ensure that all our citizens, whether from the urban or rural areas, are proud to be a part of the City of Carlisle	YES <i>Partner</i> <i>Lobbyist</i>		<i>Provide "City" signs on the District boundary</i> <i>Largest City in Europe etc.</i> <i>Quality promotional symbols for the City</i>	
Develop a strong community network which encourages all residents to participate and contribute to their communities	YES <i>Provider</i> <i>Partner</i> <i>Enabler</i> <i>Lobbyist</i>		<i>Area working</i> <i>Citizenship</i>	
Have a clear voice for young people via their own council	YES <i>Provider</i> <i>Partner</i>		<i>Youth Council (with a small budget)</i>	<i>County Council</i>

	<i>Enabler</i>		<i>Ensure co-ordination.</i>	
	<i>Lobbyist</i>		<i>Engage all young people</i>	
Support education in citizenship for young people	YES <i>Provider</i> <i>Partner</i> <i>Enabler</i> <i>Lobbyist</i>		<i>Improved support for members on school governing bodies.</i>	<i>County Council</i>
Reduce Crime				
Respond to crime and the fear of crime promptly and continue to make our communities safer.	YES <i>Provider</i> <i>Partner</i> <i>Enabler</i> <i>Lobbyist</i>		<i>Improved partnership working</i> <i>Support for a Zero Tolerance approach</i>	<i>Probation</i> <i>Youth Offending Team</i> <i>County Council</i>

City Vision Theme:

ECONOMIC PROSPERITY

CITY VISION PRIORITIES	OVERVIEW & SCRUTINY			
		<i>What are we doing to achieve this at the moment?</i>	<i>What could we be doing in the future?</i>	<i>Who should be involved?</i>
Diversify and modernise the local economy				
Key Priority: Have a diverse, mixed economy which embraces new technologies and a vibrant rural economy which nurtures and supports the best of traditional industries whilst encouraging new ventures and opportunities.	YES <i>Provider</i> <i>Partner</i> <i>Enabler</i> <i>Lobbyist</i>		<i>Provide assistance for others in completing grant applications etc.</i> <i>Rural Regeneration Company</i> <i>Kingmoor Park</i> <i>Northern Development Route</i> <i>Executive homes for better</i>	<i>Local Strategic Partnership</i> <i>NWDA</i> <i>Rural Action Zone</i> <i>Rural Regeneration</i>

			<p><i>paid jobs</i></p> <p><i>Partnership with education establishments to help with land/capacity requirements</i></p> <p><i>Support a Joint Student Union</i></p> <p><i>Discount for education establishments to hire Council facilities</i></p> <p><i>Co-ordinate foreign exchanges</i></p> <p><i>Develop three Rivers Strategy</i></p> <p><i>Develop LSP Rural Recovery Strategy</i></p>	<p><i>Company</i></p> <p><i>County Council</i></p>
Have an innovation centre to incubate new knowledge based industries	<p><i>YES</i></p> <p><i>Enabler</i></p>		<p><i>Provide land & buildings to private company</i></p> <p><i>Planning Policies</i></p>	
Have access to broad band (ICT) services in Carlisle	<p><i>YES</i></p> <p><i>Provider</i></p> <p><i>Partner</i></p> <p><i>Enabler</i></p> <p><i>Lobbyist</i></p>		<p><i>Broadband access to village halls</i></p> <p><i>Charge for Internet access</i></p> <p><i>Support Vital Village projects</i></p> <p><i>Funding advice</i></p>	
Support the needs of business by arranging pay as you go access to ICT band width	<p><i>YES</i></p> <p><i>Enabler</i></p>	<p><i>Working with OMNE</i></p>		<p><i>OMNE</i></p> <p><i>Small Business Service</i></p> <p><i>Enterprise Centre</i></p>
Retain skills in the area				
Encourage a diverse range of job opportunities and equal access to them for all sections of our community.	<p><i>YES</i></p> <p><i>Enabler</i></p>		<p><i>Lobby for and where possible enable for a diverse range of job opportunities</i></p>	<p><i>LEA</i></p> <p><i>LSC</i></p>

	<i>Lobbyist</i>			<i>Connexions</i>
Develop closer links between education and businesses to ensure a match between skills and job opportunities.	<p>YES</p> <p><i>Partner</i></p> <p><i>Enabler</i></p> <p><i>Lobbyist</i></p>		<p><i>Chamber of Commerce could lead</i></p> <p><i>Council to identify gaps</i></p>	<i>Enterprise Centre</i>
Support new and existing businesses				
Have a comprehensive small business support network which meets the needs of both those who have businesses and those who are trying to establish one	<p>YES</p> <p><i>Provider</i></p> <p><i>Partner</i></p> <p><i>Enabler</i></p> <p><i>Lobbyist</i></p>		<i>Training & Skills</i>	
Improve access to business assistance via an unbiased central point of information on local, UK and European grants, business support, training and development issues. This venture should proactively target potential investors by providing tailor made relocation packages	<p>YES</p> <p><i>Partner</i></p>			<i>CIIA</i>
Support the airport as a key economic driver and encourage its development as a centre for industry and communications	<p>YES</p> <p><i>Enabler</i></p>		<p><i>Planning Policies</i></p> <p><i>Encourage local business to use the airport</i></p>	<i>Airport</i>
Continue to develop existing industrial estates and make them more attractive to tenants and investors	<p>YES</p> <p><i>Provider</i></p> <p><i>Partner</i></p> <p><i>Enabler</i></p> <p><i>Lobbyist</i></p>		<p><i>Sell poorest estates</i></p> <p><i>Reverse lack of investment</i></p> <p><i>Work in partnership to upgrade</i></p>	

Encourage and support local supply networks which allow local communities to buy local produce and goods easily and affordably	<p>YES</p> <p><i>Provider</i></p> <p><i>Partner</i></p> <p><i>Enabler</i></p> <p><i>Lobbyist</i></p>		<p><i>Encourage Farmers Markets</i></p> <p><i>Use Market Authority powers</i></p> <p><i>Encourage food co-ops where they are needed</i></p>	
Have in place local planning guidance which balances the needs of strategic planning and the environment with those of the business community	<p>YES</p> <p><i>Provider</i></p> <p><i>Partner</i></p> <p><i>Enabler</i></p> <p><i>Lobbyist</i></p>		<i>Council to develop local plan accordingly</i>	
Promote cultural activities to business and visitors, one of the outcomes being the attraction of inward investment and new people to the City	<p>YES</p> <p><i>Provider</i></p> <p><i>Partner</i></p> <p><i>Enabler</i></p> <p><i>Lobbyist</i></p>		<p><i>Support facilities for students</i></p> <p><i>Improve unattractive areas</i></p> <p><i>Railway embankments</i></p> <p><i>Town Dyke</i></p> <p><i>Promote area in partnership</i></p>	

City Vision Theme:

HEALTH AND WELLBEING

	OVERVIEW & SCRUTINY			
CITY VISION PRIORITIES				
Reduce health inequalities		<i>What are we doing to achieve this at</i>	<i>What could we be doing in the future?</i>	<i>Who should be involved?</i>

		<i>the moment?</i>		
Key Priority: Ensure health improvement, reducing health inequalities and improving health care is focused at a local level wherever possible; ensure that health information and advice is easily accessible and of a high standard. In particular we will focus on: <ul style="list-style-type: none"> • Reducing infant mortality • Increasing life expectancy • Tackling child poverty • Targeting smoking • Tackling teenage pregnancy • Promoting healthy pregnancy 	YES/NO <i>Provider</i> <i>Partner</i> <i>Enabler</i> <i>Lobbyist</i>			<i>Health Service</i> <i>County Council</i> <i>Public Health</i> <i>Dept.</i> <i>Carlisle Local Health Group</i>
Promote healthy living and lifestyles				
Exploit and promote the potential to order fresh, healthy food from community organisations	YES/NO <i>Provider</i> <i>Partner</i> <i>Enabler</i> <i>Lobbyist</i>	<i>Supporting food co-ops</i>	<i>Strategic support</i>	<i>Community</i> <i>HAZ</i>
Support action to prevent drug misuse and promote drug rehabilitation	YES/NO <i>Provider</i> <i>Partner</i> <i>Enabler</i> <i>Lobbyist</i>		<i>Work in partnership with others and ensure awareness of the issues in planning of services</i>	<i>Carlisle & Eden Crime & Disorder Partnership</i> <i>Cumbria Housing Forum</i> <i>Carlisle Drug Reference Group</i>
Combat the causes, and effects, of poverty on the health of our communities	YES/NO <i>Enabler</i>		<i>Implement outcomes of BV review of Regeneration</i>	

	<i>Lobbyist</i>			
Support and expand the Farmers' Markets	YES/NO <i>Provider</i> <i>Partner</i> <i>Enabler</i> <i>Lobbyist</i>	<i>LSP supply chain project</i>	<i>Promote local produce to local traders</i> <i>Support "Made in Cumbria"</i>	
Encourage healthier lifestyles via partnership health, fitness and sports programmes for all	YES/NO <i>Provider</i> <i>Partner</i> <i>Enabler</i> <i>Lobbyist</i>	<i>Exercise on prescription</i>	<i>Ensure scheme is publicised and available to all.</i>	
Support independent living for elderly residents and other vulnerable sections of the community wherever possible	YES/NO <i>Provider</i> <i>Partner</i> <i>Enabler</i> <i>Lobbyist</i>		<i>Subject to transfer of Housing Stock.</i> <i>Maintain Strategic landlord responsibilities</i>	
Access to leisure, sports and culture				
Ensure all residents have access to leisure, sports and cultural opportunities	YES/NO <i>Provider</i> <i>Partner</i> <i>Enabler</i> <i>Lobbyist</i>		<i>Cultural strategy</i>	

City Vision Theme:

INFRASTRUCTURE, ENVIRONMENT AND TRANSPORT

	OVERVIEW & SCRUTINY
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CITY VISION PRIORITIES				
Have an integrated transport system	<i>should the City Council be involved and if so how?</i>	<i>What are we doing to achieve this at the moment?</i>	<i>What could we be doing in the future?</i>	<i>Who should be involved?</i>
Key Priority: Have a safe public transport system for all – whether young, old, disabled or from a rural community – which is affordable, reliable, easily accessible, frequent and an attractive option. This will require a fully integrated transport system which balances the needs of both our urban and rural communities.	YES <i>Lobbyist</i> <i>Partner</i>	<i>Concessionary fares</i>	<i>Dial a Bus/Post Bus/Mini Bus</i> <i>Continue Concessionary Fares Scheme</i>	<i>Stagecoach</i> <i>County Council</i> <i>Train Companies</i>
Ensure there is affordable and accessible city centre parking for those citizens who have no viable alternative and investigate the possibility of a Park and Ride scheme	YES <i>Enabler</i> <i>Lobbyist</i>			<i>County Council</i>
Access in and around the City				
Constantly review the area's strategic transport links and infrastructure as a key priority to the long term prosperity and vibrancy of the City area	YES <i>Enabler</i> <i>Lobbyist</i>		<i>Lobby through LSP Transport Group</i>	<i>County Council</i>
Promote a sustainable environment				
Sustain a high quality and bio-diverse environment that is an economic and cultural asset	YES <i>Provider</i> <i>Partner</i> <i>Enabler</i> <i>Lobbyist</i>		<i>Monitoring role</i> <i>Solway Moss</i> <i>Forests</i> <i>Air pollution</i> <i>Noise Pollution</i>	

			<i>Appearance of buildings</i>	
Have planning guidelines in place which are both economically and environmentally sustainable	YES/NO <i>Provider</i> <i>Partner</i> <i>Enabler</i> <i>Lobbyist</i>			
Be rigorous in protecting and enhancing the variety of nature within our local environment	YES/NO <i>Provider</i> <i>Partner</i> <i>Enabler</i> <i>Lobbyist</i>			
Be part of a City which can be proud of its effective use of resources and consequent lack of waste	YES <i>Provider</i> <i>Partner</i> <i>Enabler</i> <i>Lobbyist</i>		<i>Support kerbside recycling scheme</i>	
Have significantly limited pollution produced by our everyday actions and so reduced damage to our environment	YES/NO <i>Provider</i> <i>Partner</i> <i>Enabler</i> <i>Lobbyist</i>			

City Vision Theme:

CELEBRATING CARLISLE

	OVERVIEW & SCRUTINY
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CITY VISION PRIORITIES				
Improve Carlisle's image		<i>What are we doing to achieve this at the moment?</i>	<i>What could we be doing in the future?</i>	<i>Who should be involved?</i>
Key Priority: Carlisle needs to have one strong, clear identity which is properly communicated and consistent across all sectors: tourism, inward investment, cultural sector and so on. Carlisle's rich inheritance and culture needs to be central to its external identity.	YES/NO <i>Provider</i> <i>Partner</i> <i>Enabler</i> <i>Lobbyist</i>		<i>Ensure a clear identity for Carlisle</i> <i>Implement BV Action Plan</i> <i>Support campaigns similar to "Open for Business"</i>	
Make sure the gateways to the city centre enhance Carlisle's image	YES/NO <i>Provider</i> <i>Partner</i> <i>Enabler</i> <i>Lobbyist</i>		<i>Promote Europe's largest City as place to live etc.</i> <i>Don't ignore suburbs and rural areas – fly-tipping and estate entrances</i>	
Exploit our heritage and natural surroundings				
Have a vibrant river frontage on, for example, the Eden, Caldew, Petteril and Esk rivers which provides entertainment and leisure facilities	YES/NO <i>Provider</i> <i>Partner</i> <i>Enabler</i> <i>Lobbyist</i>		<i>Make more of our natural resources</i>	
Encourage continued investment in our museums and ensure they are able to provide a relevant and comprehensive profile of Carlisle's past, present and potential future	YES/NO <i>Provider</i> <i>Partner</i> <i>Enabler</i> <i>Lobbyist</i>		<i>Support the development of a working Museum at Dixons Mill</i>	<i>Private Sector</i> <i>LEA</i>
Celebrate Carlisle via a variety of civic events	YES/NO <i>Provider</i> <i>Partner</i> <i>Enabler</i>	<i>Fireshow</i> <i>One Big Sunday</i>	<i>More advertising of Civic Events</i> <i>Lobby for a Bank Holiday bus service</i>	

	<i>Lobbyist</i>			
Have facilities of an excellent standard				
Have a football club of which we can be proud	YES/NO <i>Provider</i> <i>Partner</i> <i>Enabler</i> <i>Lobbyist</i>		<i>Support promote other facilities that put Carlisle on the national map e.g The Racecourse</i>	
Develop Carlisle as a learning city	YES/NO <i>Provider</i> <i>Partner</i> <i>Enabler</i> <i>Lobbyist</i>		<i>Look at the experiences of other Cities e.g. Exeter</i> <i>Support development of student facilities e.g. a combined Union.</i> <i>Promote our "home-grown" successes</i>	
Have excellent, high class hotel and conference facilities	YES/NO <i>Provider</i> <i>Partner</i> <i>Enabler</i> <i>Lobbyist</i>		<i>Support conference facilities</i> <i>Ensure council facilities are available where appropriate.</i>	
Develop a dedicated, regional theatre and arts facility in Carlisle	YES/NO <i>Provider</i> <i>Partner</i> <i>Enabler</i> <i>Lobbyist</i>		<i>Support existing facilities e.g. Green Room & Stanwix Arts Theatre</i>	

Appendix 2

CORPORATE PLAN TIMETABLE

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Date	
1 March	Service & Financial Planning – Corporate Planning Workshop with District Audit (incl. O & S Chairs)
7 March	Papers out for O & S Management Cttee
14 March	O & S Management Agree Timetable
Mid March (14-18)	O & S Workshop for all 3 Committees
18 March	Papers Sent out
25 March	Executive – Consideration
8 April	Papers out for Executive
15 April	Executive
20 May	ANNUAL COUNCIL
20 May	Papers out for Executive
27 May	Executive
28 May	Report Deadline for O & S Cttee
29 / 30 May	Papers out for Special O & S Meetings
6 / 7 June	3 Special Meetings O & S Community Special O & S Corporate Resources Special O & S Infrastructure Special
10 June	Papers out for Special Executive
17 June	Executive Special
20 June	Papers out for Special Council
27 June	SPECIAL COUNCIL

DRAFT

CARLISLE CITY COUNCIL
CORPORATE PLAN

Strong local leadership,
improving public services

2002-2005

April 2002

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for consultation

Introduction – Chief Executive

for consultation

1 THE VISION

1.1 A SHARED VISION

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

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

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

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

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

1.2 COUNCIL VALUES

The Council has adopted the following values. These underpin everything we do:

Putting Customers First

Ensuring that the needs of our customers are at the heart of everything we do

Valuing Staff

Our workforce deserves the best including a pleasant work environment, praise for good work and opportunities for development

Achieving Equality

Providing equal access for all to goods, services, facilities and opportunities

Being an open and accountable organisation

Giving our public comprehensive information wherever possible; accepting responsibility for our actions

Being Sustainable

Making best use as an organisation of the Earth's limited resources, encouraging sustainable practices amongst our partners and communities

Working in Partnership

Avoiding duplication of effort and making best use of resources by working in effective partnerships

The objectives of this Council reflect these values and ensure they are recognised in everything we do as an organisation. This is demonstrated in section three of this corporate plan.

2 : CONTEXT

The City Council's priorities are set out in the context of a wide range of the history and geography of the area, its demographic and social make-up, the local economy, and regional and national factors including government policy.

2.1 CITY OF CARLISLE

Carlisle is a regional centre within the North West of England and Borders region. The City Council administrative area stretches from the Scottish Border in the north to the edge of the Lake District National Park in the South and from the North Pennines in the East to the Solway Firth in the West – a total of some 1,000 sq/km. Approximately 70% of the City's 101,900 population live in the urban area of Carlisle and there are over ¼ million people who live within ½ hour drive for whom Carlisle is the nearest major urban centre.

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

MAP

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

2.2 THE CITY COUNCIL

The Council currently organises its services under eight portfolios, each with a responsible portfolio holder who is a member of the Council's Executive. These are:

Portfolio Area: Community Activities

The Council seeks to involve the community through consultation. The Council also works with the police and communities on community safety. The portfolio also covers a range of cultural and community activities including museums, community centres, community development, events, village halls, sports development and play schemes.

- | | | |
|---|--|--|
| <ul style="list-style-type: none">• Advice Centres• CCTV• Community Centres• Community Consultation• Community Development• Community Safety | <ul style="list-style-type: none">• Events• Grant Aid• Improving Democratic Involvement• Museums• Rural/Urban Policy• Shop Mobility/Disabled Access | <ul style="list-style-type: none">• Social Economic Development• Young People• Young People's play activities & facilities |
|---|--|--|

Portfolio Area: Health & Well Being

The Council currently provides a variety of leisure activities delivered through the Sands leisure centre, the Pools, outdoor recreation facilities including sports pitches and the Swifts and Stony Holme golfing facilities. The Council is also responsible for a comprehensive housing service and currently directly manages over 7,500 homes. The Council has statutory duties in legislation covering environmental health, maintaining food standards and public safety. It also has a role in scrutinising health provision and encouraging healthy living and lifestyles through its sports development work.

- | | | |
|---|--|--|
| <ul style="list-style-type: none">• Allotments• Careline• Cemeteries & Crematoria• Communicable Diseases• Dog Wardens• Environmental Protection• Food Standards | <ul style="list-style-type: none">• Health and Safety (Env. Health)• Health Development• Housing Client and Enabling• Housing Conditions• Housing Management• Housing Repairs & Improvements• Indoor Recreation• Outdoor Recreation | <ul style="list-style-type: none">• Pest Control• Pools• Public Conveniences• Public Health Complaints• Regulation & Licensing (Env. Health)• Sports Development• Supported Housing Services |
|---|--|--|

Portfolio Area: Economic Prosperity

The Council promotes the economic development of the City, encouraging business development, education & training as well as supporting the growth and development of tourism. The council has developed the Lanes Shopping Centre through phases one and two and Kingmoor Park in partnership with both the public and private sector.

- | | | |
|---|---|--------------------------------------|
| • Business Support and Sector Development | • Education and Training Partnerships (Post 16) | • Tourism Management and Development |
| • City Centre Management | • Inward Investment | |

Portfolio Area: Infrastructure Environment & Transport

The Council has strategic responsibility for the development of the City through a City wide development framework regulated through planning applications.

The Council provides refuse collection, street sweeping and the maintenance of parks and recreation areas. Carlisle Works in the City Council's contractor and provides a range of maintenance and improvement services in the City including grounds maintenance, street lighting, and repairs to council housing.

- | | | |
|------------------------|---|-----------------------|
| • Building Control | • Land Drainage | • Recycling |
| • Car Parking | • Landscapes | • Refuse Collection |
| • Carlisle Works | • Licensing (Taxi, Public Entertainment Etc.) | • Sewerage Management |
| • Concessionary Fares | • Local Plans | • Strategic Transport |
| • Conservation | • Miscellaneous Highways | • Street Cleaning |
| • Development Control | • Parks & Countryside (inc. ECCP) | • Street Lighting |
| • Grounds Maintenance | | |
| • Highways Maintenance | | |

Portfolio Area: Promoting Carlisle

The Council works to raise the profile of the City locally, regionally, nationally and internationally. The portfolio also covers marketing, press and public relations, and ensuring good communications both internally and externally. The City Council also has twinning links with Flensburg and Slupsk. The portfolio also covers civic and mayoral activities.

- | | | |
|-------------------------|----------------------------|-----------------|
| • City Vision | • Mayoralty/Civic | • Town Twinning |
| • Civic Pride | • Press & Public Relations | |
| • Council Communication | • Promoting Carlisle | |
| • Marketing | | |

Portfolio Area: Finance & Resources

The portfolio has responsibility for ensuring that the financial affairs of the council are prudently managed. Council tax collection is an important element of the services provided under this portfolio. The Council is also a significant landowner in the city, managing industrial estates and commercial properties with an asset value of £50m. Other areas covered by this portfolio include benefits administration, accountancy and internal audit also feature as part of this portfolio of services.

- | | | |
|---------------------------|-------------------------------|-----------------------|
| • Accountancy | • Insurance & Risk Management | • Property Management |
| • Benefits Administration | • Internal Audit | • Sundry Debtors |
| • Cash Collection | • NNDR Collection | |
| • Council Tax Collection | • Payments and Admin | |

Portfolio Area: Strategy & Performance

The corporate co-ordination of policies and strategies coupled with the review of services and performance monitoring is important to the effective management of the Council. Best Value, market research and community planning are important in ensuring that money is spent wisely and much is achieved in partnership including City Vision, Carlisle Health Group, Environment Forum and City Marketing Forum. E- Government and IT services are seen as a key strategic development areas in the next 5 years and they therefore fall within the responsibility of this portfolio

- | | | |
|------------------------|--------------------------------|----------------------------------|
| • Best Value | • Local Strategic Partnerships | • Research & Information Service |
| • Corporate Management | • Performance Management | • Service Standards |
| • Corporate Planning | • Policy Development | |
| • IT Services | | |

Portfolio Area: Corporate Resources

The effective management of the Council is dependent on a number of administrative and support services. Receptionists, telephonists, personnel, training and development, land charges, electoral registration, licensing and legal services are directed within this portfolio.

- | | | |
|--------------------------|-------------------------------------|-------------------------------|
| • Building Cleaning | • Employment Conditions/Recruitment | • Personnel Services |
| • Building Maintenance | • Health and Safety | • Print Room |
| • Corporate Complaints | • Keepers/Civic Suite | • Receptionists |
| • Customer Care | • Land Charges | • Secretarial Services |
| • Customer Care | • Legal | • Telephones and Telephonists |
| • Electoral Registration | • Member Services & Committee Admin | • Training and Development |
| • Emergency Planning | • Member Training & Development | |
| • Employee Relations | | |

2.3 LOCAL PICTURE

The Local Government Act 2000 defined the role of councils as being the community leader in their area. The City Council is committed to fully embracing this role and one way we will do this is through helping to deliver the City Vision through its corporate plan. The Council also undertakes to develop, with relevant partners, a medium term strategy for each City Vision theme, in order to develop detailed action plans.

Carlisle City Vision is the ten-year plan of how the City should be in 2012. The Vision is the product of extensive consultation with community, particularly targeted at under-represented groups like the elderly, young and those from ethnic minorities. The views and aspirations of the Carlisle City Vision partnership, a representative group of key organisations from the public, private, voluntary and community sectors has then shaped the Vision into five interrelated themes:

Communities

Health & Well-being

Economic Prosperity

Infrastructure, Environment and Transport

Celebrating Carlisle

We have also decided in the medium term to develop the City Vision within a **Local Strategic Partnership (LSP)** in conjunction with Eden District Council. LSP's are specifically required to develop a community planning process for their area and to consider joint service provision. Crucially, LSP's need to set the strategic aims for their area and see that they are delivered. There is a history of joint working across the two districts on issues such recycling, community safety and the economy upon which the partnership builds. The emerging Carlisle & Eden Local Strategic Partnership covers the Carlisle & Eden district local authority areas and its current focus is on economic and social recovery of the rural area following the Foot & Mouth crisis.

2.4 NATIONAL PICTURE

Central Government has made it clear that local government is critical to the success of many of its policies and that local government must change and improve. The two principal reforms directly affecting local government are **Democratic Renewal** and **Best Value**. The Local Government Act 2000 sets out the role of the Council as Community Leader and the requirement to develop **Community Planning** for their area in consultation with partners from the public, private, voluntary and community sectors. It also sets out the need to **reinvigorate local democracy**, and was the

catalyst for the **modernisation of council's political processes and structures**.

These initiatives have been supported with the publication of the white paper **Strong Leadership – Quality Public Services** published by the DTLR in December 2001.

The implementation of new government policies and initiatives over the life of this corporate plan will further reform and improve public services provided by local authorities. It is intended that this will partly be achieved by testing central government targets and performance measures, inspection and a requirement to work in partnership with other authorities and sectors. Good performing councils may earn more freedom and new powers to help meet their communities' needs.

Key to **reinvigorating democracy** is tackling the decreasing voter turnout at elections. Recent legislation has made it possible for Councils to consider introducing more innovative and user friendly methods for voting at local elections and some of these methods are in the process of being piloted in a number of authorities throughout the country.

All levels of Government also have stringent targets to ensure they make full use of the potential for electronic service delivery, or **E-Government**, to improve the speed, responsiveness, quality and coherence of services, breaking down barriers between services and organisations where these slow progress.

Finally, **Public Service Agreements**, or PSA's, are currently being piloted as an agreement between local authorities and central government to meet challenging targets on issues such as education, crime, health and the environment. PSA's will provide individual authorities with the opportunity to sign up to challenging targets to deliver key national and local priorities in return for operational flexibilities and incentives, with rewards for success. Local PSAs will build on the foundation provided by Best Value and should help to encourage innovation and a commitment to better performance. PSA's are currently available to counties, unitary or metropolitan councils.

2.5 REGIONAL PICTURE

Carlisle is the regional centre for a large geographical area and as such has a unique role to play in the economic and social infrastructure of the area. Carlisle has the largest population and labour force, is the largest employment centre, with the greatest concentration of professional services and serves as a major transport hub, shopping centre and agricultural market centre for the borders. The economies of the Carlisle and Cumbria as a whole are interdependent and we have an important role in stimulating economic development in the NorthWest Region. The City Council is also a key partner in the **Border Visions** process which brings together Councils along the Scottish/English border to define a way forward for this area.

On the horizon for local government is the issue of **Regional Government**. The Government is committed to elected regional government for those areas of England that want it. There is no timetable for the introduction of regional government however a white paper is expected in the spring of 2002 which will pave the way for a referendum on whether there is a wish for a directly elected regional chamber. Such a development may have a significant impact on the work of local government. It is expected that following the introduction of regional government the first task of regional chambers will be to look at local government particularly how it is delivered in two tier areas. The implication of this is that the City Council could face the prospect of reorganisation within the lifetime of this plan.

The **Northwest Development Agency** is one of the nine Regional Development Agencies in England and is tasked with stimulating economic development, environmental regeneration and social cohesion. This is to be achieved by co-ordinating the activities of many existing organisations like the City Council throughout the region. To guide this work the NWDA has published a **regional strategy "England's North West – a strategy towards 2020"**. European and national funding will be distributed through the strategy and it is therefore vital that Carlisle develops strategies and policies that reflect the vision and objectives of the NWDA.

In the aftermath of the 2001 Foot and Mouth (FMD) epidemic the NWDA published its **Regional Rural Recovery Plan (RRRP)** for the North West of England. FMD has not only resulted in commercial pressures on farmers, the farming community and agricultural supply sectors, but has brought with it additional difficulties through restrictions on tourism and related industry activities that sustain the communities and wider economies of rural areas.

The five-year plan supersedes the Rural Action Plan and is designed to link to the emerging proposals from the County Taskforces including Cumbria and the Rural Action Zone proposals. Again the plan will be used by the NWDA for the distribution of resources and it will be important that local actions take account of the objectives contained within the plan. Specifically, the NWDA is seeking to support the proposed **Cumbria Rural Action Zone** through the development of a single rural regeneration company to manage a significant programme of rural regeneration at an estimated 300 million pounds over five years. This company would report to the emerging **Cumbria Strategic Partnership**. The Cumbria Strategic Partnership is still at a formative stage but early indications are that it will tackle countywide issues which would benefit from countywide solutions and provide a strong voice for Cumbria both regionally and nationally.

Both Carlisle City Council and The Carlisle & Eden Local Strategic Partnership individually have representation on the Cumbria Strategic Partnership and are seeking to help shape the role and purpose of the partnership.

The Council will continue to support the Cumbria Strategic Partnership ensuring that our communities have a voice in decisions made at a county level and that any activity undertaken in our area is compatible with aspirations and priorities of Carlisle City Vision.

for consultation

3 OBJECTIVES

3.1 HOW DID WE DEVELOP THE COUNCIL'S OBJECTIVES?

The objectives detailed below are not an exhaustive list of action. Instead, the following objectives outline the key priority areas for the City Council in which significant changes of organisation, policy or resource allocation are required.

These objectives are the product of extensive consultation that aimed to identify the Council's role in delivering Carlisle City Vision. This included:

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

One of the outcomes from this consultation was that our objectives should divide into two interrelated sections: council quality of life objectives and council management objectives.

3.2 QUALITY OF LIFE OBJECTIVES

What do we mean by Quality of Life Objectives?

These priorities translate Carlisle City Vision into tangible action within the Council. They will provide a starting point for partnership working, outlining how the council will contribute to implementing the Vision. It is not an exhaustive list of actions but it provides the foundations for priority setting in the five thematic strategies that will be developed to deliver City Vision.

Quality of Life Objectives

Communities Objectives

CO 1 Develop and engage communities in Carlisle

CO 2 Promote a sense of belonging in our communities

CO 3 Reduce crime and the fear of crime within our communities

Economic Prosperity Objectives

EP 1 Support in partnership the diversification and modernisation of the local economy

EP 2 Help in partnership to develop and retain skills in the Carlisle City area

EP 3 In partnership, help new and existing businesses to access guidance, information and support

Health & Well Being Objectives

HW 1 Promote healthy living & lifestyles

HW 2 Develop access for all to sports, leisure and culture

HW3 Co-ordinate a strategic approach to Housing in the City Area

HW4 Fulfil our statutory for environment health

Infrastructure Environment & Transport Objectives

IET 1 Promote good access in and around the City

IET 2 Lobby for the development of an integrated transport system

IET 3 Promote a sustainable environment

Celebrating Carlisle Objectives

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

CC 2 Have facilities of a high standard

CC3 Make best use of our heritage and natural surroundings

3.3 COUNCIL MANAGEMENT OBJECTIVES

What do we mean by council management objectives?

These are the priorities of the council that affect the organisation as whole. By pursuing these priorities we can develop an efficient, effective and responsive council capable of delivering Carlisle City Vision through our quality of life objectives.

They reflect the council's response to the Government's modernisation agenda and will deliver fundamental changes to the way the council manages and delivers services. These priorities are interrelated and taken together provide a comprehensive agenda for change at Carlisle City Council.

Council Management Objectives

Community Planning Objectives

CP 1 To continually develop our community planning process to ensure it effectively addresses the aspirations and needs of our local communities

CP 2 To reinvigorate democracy and improve voter turn-out at elections

CP 3 To ensure regeneration is focussed in areas of greatest need in consultation with affected communities

Effective Organisation Objectives

EO1 To enable or deliver services based on a 'what works' principle

EO2 To ensure that we are an effective, well managed organisation with good staff morale and excellent communications

EO3 To effectively manage our performance for the community's benefit

EO4 (Strategic Finances)

EO5 (Risk Management)

Customer Orientated Services Objectives

CS 1 To ensure our services can be accessed electronically by 2005

CS 2 To ensure our services are focussed on our customer's needs

for consultation

Quality of Life Objectives

3.4 COMMUNITIES

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

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

Achievements so far:

- Reviewed our Customer Contact procedures
- Developed a new Crime & Disorder Strategy for 2002-2005
- Pursuing an E-government agenda to make our services more accessible

Communities Objectives & Priorities

PRIORITIES	Year 1 Targets	Year 2/3 Targets	Responsibilities
------------	----------------	------------------	------------------

CO 1 Develop and engage communities in Carlisle

Support the City Vision Partnership in the development of a Communities Strategy
Develop a Voluntary & Community Sector Forum to enhance their voice in the City Vision process

Encourage voter turn out at elections through

- Citizenship work in schools
- Promotional activity e.g Local Democracy Week
- Investigating alternative methods of voting e.g e-voting

Review how partners currently consult with our communities and seek to eliminate duplication

Continue to involve our communities actively in decision making

Ensure all new buildings are fully accessible for all and involve users in the planning stages, especially disabled users

Ensure all local government services are capable of being delivered electronically by 2005

Pending the findings of the Customer Contact Best Value Review, investigate and develop means of making council services more accessible including:

- Centralised customer service point within the Civic Centre capable of dealing with a large number of enquiries with the rest being referred

to specialists

- Increased options to make payments to the council using the internet, telephone, post office etc

Support the work of the:

- Surestart Partnership
- Longtown Market Towns Initiative
- Raffles SRB

Work with communities to identify ways to improve their environment

CO 2 Promote a sense of belonging in our communities

Develop a Young People's Council as a voice for them in decision making

Continue to work closely with Parish Councils and develop, where possible, Parish Plans (through the Countryside Agency's Vital Villages Initiative)

Promote the work of the Council in both the urban and rural areas

CO 3 Reduce crime and the fear of crime within our communities

Contribute to the delivery of the Carlisle & Eden Crime & Disorder Strategy 2002-2005

Look at installing CCTV systems on all council run industrial estates in partnership with tenants

3.5 ECONOMIC PROSPERITY

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

Achievements so far:

- Developed a Rural Strategy for Carlisle
- ICT training and managed workspace at the Brampton Business and Telecentre and at the Enterprise Centre, Carlisle
- Supported and sourced funding for programmes for new businesses and job sectors (Employment Alternatives)
- Upto 70 placements a year through the New Deal Voluntary Sector option for 18-24 year olds in the Carlisle & Eden District Council areas
- Supported city centre marketing initiatives through staff secondments and funding contributions

Economic Prosperity Objectives & Priorities

PRIORITIES	Year 1 Targets	Year 2/3 Targets	Responsibilities
------------	----------------	------------------	------------------

EP 1 Support in partnership the diversification and modernisation of the local economy

Support the development of an Economic Prosperity Strategy in partnership with the Economic Forum

Lobby for connections to broadband ICT band width, developing specific projects for location such as Longtown, Brampton & Dalston

Investigate whether the Council's land ownership policy supports economic growth

Investigate whether demand for different property sectors – offices, shops, factories etc – matches availability

Support the Cumbria Inward Investment Agency in its work with partners to develop growth sectors

In partnership with Eden, South Lakeland seek to promote the economic potential of the M6 corridor

EP 2 Help in partnership to develop and retain skills in the Carlisle area

Support research into skills gaps and graduate retention

Work in partnership with FE & HE institutions to identify their future accommodation and development requirements

Continue to develop the Employment Alternatives initiative

In partnership with the CIIA encourage

targeted inward investment in support of this objective
Support the HEROBAC scheme, Graduates into business and Education Business Partnership

EP 3 In partnership, help new and existing businesses to access guidance, information and support

Work in partnership to co-ordinate and raise awareness of small business support services

Improve the information available to our current business tenants

Review the information given to potential investors in the area and how this is provided

Review the provision of serviced accommodation and support at the Enterprise Centre and Irthing Centre.

for consultation

3.6 HEALTH & WELL BEING

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

Achievements so far:

- Developed a 'fitness on prescription' programme
- Supported the development of Farmers' Markets
- Developed the young peoples' diversionary 'Midnight basketball' initiative

Health & Well Being Objectives & Priorities

PRIORITIES	Year 1 Targets	Year 2/3 Targets	Responsibilities
------------	----------------	------------------	------------------

HW 1 Promote healthy living & lifestyles

Support the development of a Health & Well-being Strategy in partnership with the Health Trusts and Carlisle Health Group
Develop a pro-local produce Market Plan as the local Market Authority in partnership with local producers and The Eden Centre
Expand the GP 'Fitness on Prescription' programme
Promote a walking & cycling to work for health programme

Work with schools to promote fitness at an early age 'School Sports Co-ordinator programme'

Support other organisations, i.e. Sports Clubs, with information & funding advice
Support the expansion of the farmers' markets in the City Area
Support action to prevent drug misuse and promote drug rehabilitation

HW 2 Develop access for all to sports, leisure and culture

Promote the Council Leisure Card and seek to encourage other organisations to participate
Ensure all our sports and leisure facilities meet the standards set out in the Disability Discrimination Act regulations
Review sports & leisure provision at a local level and provide advice and support
Train more sports & leisure providers at a local level
Review access to culture: Museums & places of interest

HW 3 Co-ordinate a strategic approach to housing

HW 4 Fulfil our statutory requirements for Environmental Health

for consultation

3.7 INFRASTRUCTURE ENVIRONMENT & TRANSPORT

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

Achievements so far:

- Developed a Kerbside Recycling Initiative in partnership with Eden District Council
- Developed a Local Agenda 21 Strategy

Infrastructure Environment & Transport

Objectives & Priorities

PRIORITIES	Year 1 Targets	Year 2/3 Targets	Responsibilities
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IET 1 Promote good access in and around the City

In partnership with the Environment Forum and Transport Steering Group, develop an IET Strategy which integrates the three elements equally

Ensure all Council Car Parks are affordable & meet the Secure by Design Criteria

In partnership, deliver the Northern Development Route for Carlisle

Review the transport needs of young people and all those on low income

IET 2 Lobby for the development of an integrated transport system

Support or develop innovative transport solutions for our rural communities e.g dial a bus

Look at the extent and effectiveness of the cycle path network in Carlisle

Work with partners to investigate the feasibility of a Park & Ride in Carlisle

IET 3 Promote a sustainable environment

Build upon the priorities identified in the Local Agenda 21 Strategy & ensure they are reflected in the IET Strategy

Develop the role of the East Cumbria Countryside Project in ensuring that our environment is high quality, bio-diverse and an economic and cultural asset

Develop the local plan in accordance with the priorities contained within the City Vision

Identify the City's long term strategy re:

waste collection & disposal
Review Council's approach to Recycling in
the City Area
Set up monitoring methods for CO2
Emissions for all Council operational
property

for consultation

3.8 CELEBRATING CARLISLE

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

Achievements so far:

- Developed a City Marketing Forum
- Provided officer support to the Carlisle Conference Group
- Supported the work of Think@Carlisle

Celebrating Carlisle Objectives & Priorities

PRIORITIES	Year 1 Targets	Year 2/3 Targets	Responsibilities
------------	----------------	------------------	------------------

CC1 Improve Carlisle's Image locally, nationally and internationally

Develop a Celebrating Carlisle Strategy

Review the visual impact of the "Gateways" to the City

Bring agencies together to agree a strong clear identity for Carlisle via the 'City Marketing Forum'

Ensure Carlisle's identity is consistent across all sectors and in all areas

CC2 Have facilities of an high standard

Review in partnership the creation of a dedicated theatre and art facility in the Carlisle City Area

In partnership, review the development of a 'Learning City' and how this will be defined

CC3 Make best use of our heritage and natural surroundings

Review the use of the river frontage in the City area in terms of leisure and entertainment

Review hotel provision in Carlisle in consultation with hotel owners and visitors

Support the Carlisle Conference Group in attracting conference business to the City

Investigate the development of a Civic event calendar in consultation with the public and partners

Examine the integration of our museums and galleries within the North West Cultural Strategy

COUNCIL MANAGEMENT OBJECTIVES

COMMUNITY PLANNING OBJECTIVES AND PRIORITIES

3.9 COMMUNITY PLANNING

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

Achievements so far:

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

PRIORITIES

Year 1 Targets

Year 2/3 Targets

Responsibilities

CP 1 To continually develop our community planning process to ensure it effectively addresses the aspirations and needs of our local communities

Support the development of five thematic delivery strategies
Undertake a partnership mapping exercise
Identify support and resources required to develop the five thematic City Vision strategies and draw up proposals for support for each delivery/development partnership
Develop joint community planning priorities within the Local Strategic Partnership

3.10 DEMOCRATIC RENEWAL

(INC. NEW POLITICAL PROCESSES, CITIZENSHIP, VOTER TURN OUT)

The Local Government Act 2000 places an obligation on the Council to introduce changes in the way in which it operates by introducing new structures to demonstrate that it is both efficient, transparent and accountable

in the way in which it takes decisions. In addition, national and local government are addressing the decline in voter turn-out at elections by piloting innovative electronic means and re-invigorating interest in local democracy through 'Citizenship' work in schools.

Achievements so far:

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

PRIORITIES	Year 1 Targets	Year 2/3 Targets	Responsibilities
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CP 2 To reinvigorate democracy and improve voter turn-out at elections

Develop the "Citizenship Package" with local schools
 Support local Democracy week
 Examine extending the Citizens Panel to incorporate more views of young people and other hard to reach groups
 Review methods of community engagement that foster civic awareness

3.11 REGENERATION

The district of Carlisle suffers from pockets of severe multiple deprivation, in particular the Upperby, Morton and Botcherby wards. These three wards feature in the top 20% of most deprived wards according to the Index of Multiple Deprivation compiled by the Department of Local Government and the Regions.

Regeneration work is made up of various activities, such as economic development, community support, property management, planning, housing and community safety. Although we have long been doing all these things, we have never before brought them together under the banner of 'Regeneration' and so have perhaps lost out on the opportunities for better outcomes through increased co-ordination.

Achievements so far:

- Undertaken a Best Value Review of Regeneration
- Supported the Sure Start Partnership in Carlisle South with Cumbria County Council
- Delivered the 1999-2002 Carlisle Crime & Disorder Strategy focussed on tackling crime 'hotspots' & developed the 2002-2005 strategy in partnership with Eden District Council
- Helped develop the second draft of the County Rural Action Zone
- Developed the Carlisle Rural Strategy as a delivery tool of City Vision
- Developed a Foot & Mouth Recovery Strategy as partner in the Carlisle & Eden Local Strategic Partnership

PRIORITIES	Year 1 Targets	Year 2/3 Targets	Responsibilities
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CP 3 To ensure regeneration is focussed in areas of greatest need in consultation with affected communities

Deliver the Carlisle Rural Voice Strategy

Continue to deliver the Foot & Mouth Recovery Strategy

Act upon the findings of the Regeneration Best Value Review

EFFECTIVE ORGANISATION OBJECTIVES AND PRIORITIES

3.12 ENABLER/PROVIDER ROLE

This is a big issue for the authority, not just politically but also for staff. Contracting out services can often have economic advantages, but not always, as there are things that we do very well here, not just in cost, but also in quality terms. We also have an obligation to Council Tax-payers to ensure they receive value for money. Here at the Council we are following a 'what matters is what works' philosophy.

PRIORITIES	Year 1 Targets	Year 2/3 Targets	Responsibilities
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EO 1 To enable or deliver services based on a 'what works' principle

To develop a clear strategy over the next year to ensure that make or buy decisions are made on an individual case-by-case basis, whereby the options are evaluated according to:

The needs and aspirations of citizens and other service users

The ability to achieve an improving standard of service

The capacity to introduce capital investment
 The opportunity to bring added value
 The potential for further development
 The extent to which the proposal incorporates citizen and/or consumer involvement.

3.13 ORGANISATIONAL CULTURE

Working within any environment brings with it a number of challenges and the City Council along with most local authorities and private sector organisations has to plan for change in a way which takes account of the impact on both customers, members and employees.

The City Council must strive to achieve a modern **working environment** that is fit for purpose, an environment that can deliver the needs of customers efficiently and effectively, whilst providing employees with safe, clean and pleasant working conditions.

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

Effective management is a prerequisite for good services. The City Council recognises that managers must have both the time and skills to manage effectively. Managers must be able to plan their services within available resources to ensure that what is planned is delivered. They must also be able to monitor the effectiveness of delivery and they must ensure that staff are well managed and supported.

Project Management is an essential tool for managers ensuring that both services are planned well, ensuring the right level of staff expertise is available to deliver services in the timely manner and within available resources. Project Management should be seen as an integral part of the day to day management and not just an after thought, or in need reserved for big projects.

PRIORITIES	Year 1 Targets	Year 2/3 Targets	Responsibilities
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EO 2 To ensure that we are an effective, well-managed organisation with good staff morale and excellent communications

To review the structure and culture of the City Council

To continue to explore and develop effective methods of communication

To develop an effective management development programme

Promote the value of sound project management principles

3.14 PERFORMANCE MANAGEMENT

Without the implementation of an appropriate performance management system we will not be able to make any real improvements to the services and activities we provide. The government has also highlighted the importance of performance management with the publication of the White Paper Strong Local Leadership – Quality Public Services, where one of the key proposals is the introduction of comprehensive performance assessment. Councils that demonstrate their ability to deliver strong local leadership and effective service delivery will be given additional freedoms, powers and flexibilities.

PRIORITIES	Year 1 Targets	Year 2/3 Targets	Responsibilities
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EO 3 To effectively manage our performance for the community's benefit

The introduction of a new strategic performance framework to be fully implemented across the Authority
3 year business planning for all services and activities and includes an appropriate range and mix of indicators
Links are made between corporate priorities, service specific objectives and financial budgets.

3.15 STRATEGIC FINANCES (PROCUREMENT, FEES & CHARGES, INFLATION)

Achievements so far:

- Asset Management Plan and Single Capital Pot submission rated as "Good" by the Government Office

PRIORITIES	Year 1 Targets	Year 2/3 Targets	Responsibilities
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EO 4 Strategic Finances (procurement, fees & charges, inflation)

3 Year financial strategy
Review fees and charges
Review our approach to procurement
Continue to develop and implement Asset Management & Single Capital Pot strategies

3.16 RISK MANAGEMENT

PRIORITIES	Year 1 Targets	Year 2/3 Targets	Responsibilities
CM 8 Risk Management			

CUSTOMER ORIENTATED SERVICES OBJECTIVES AND PRIORITIES

3.17 E-GOVERNMENT

The Government has said that all Council services which are capable of being delivered electronically should be provided that way by 2005. 'Electronically' means via the internet, telephone etc. The intention is that people should have more choice as to how and when they do business with the Council.

Achievements so far:

- Our Implementing Electronic Government (IEG) statement sets out the work we are doing to 'e-enable' our services by 2005
- Developed an e-procurement package to improve purchasing
- Improved Electronic emergency response service for Careline

PRIORITIES	Year 1 Targets	Year 2/3 Targets	Responsibilities
CS I To ensure our services can be accessed electronically by 2005			

3.18 CUSTOMER FOCUSSED SERVICES

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

Achievements so far:

- Completed a Customer Contact Best Value Review
- Undertaken a series of exit surveys with customers
- Sought best practice from other authorities and other sectors, especially the private sector

PRIORITIES

Year 1 Targets

Year 2/3 Targets

Responsibilities

CS 2 Ensure our services are focussed on our customers' - needs

Investigate the provision of a dedicated Customer Service Unit capable of dealing with many of enquiries to the Council (which are routine/repetitive) with the rest being referred to specialists

Increased options to make payments to the council using the internet, telephone or post office for example

Undertake comprehensive exit surveys

Provide modern, attractive service areas – possibly centralised to one area in the building

4 A NEW WAY OF WORKING

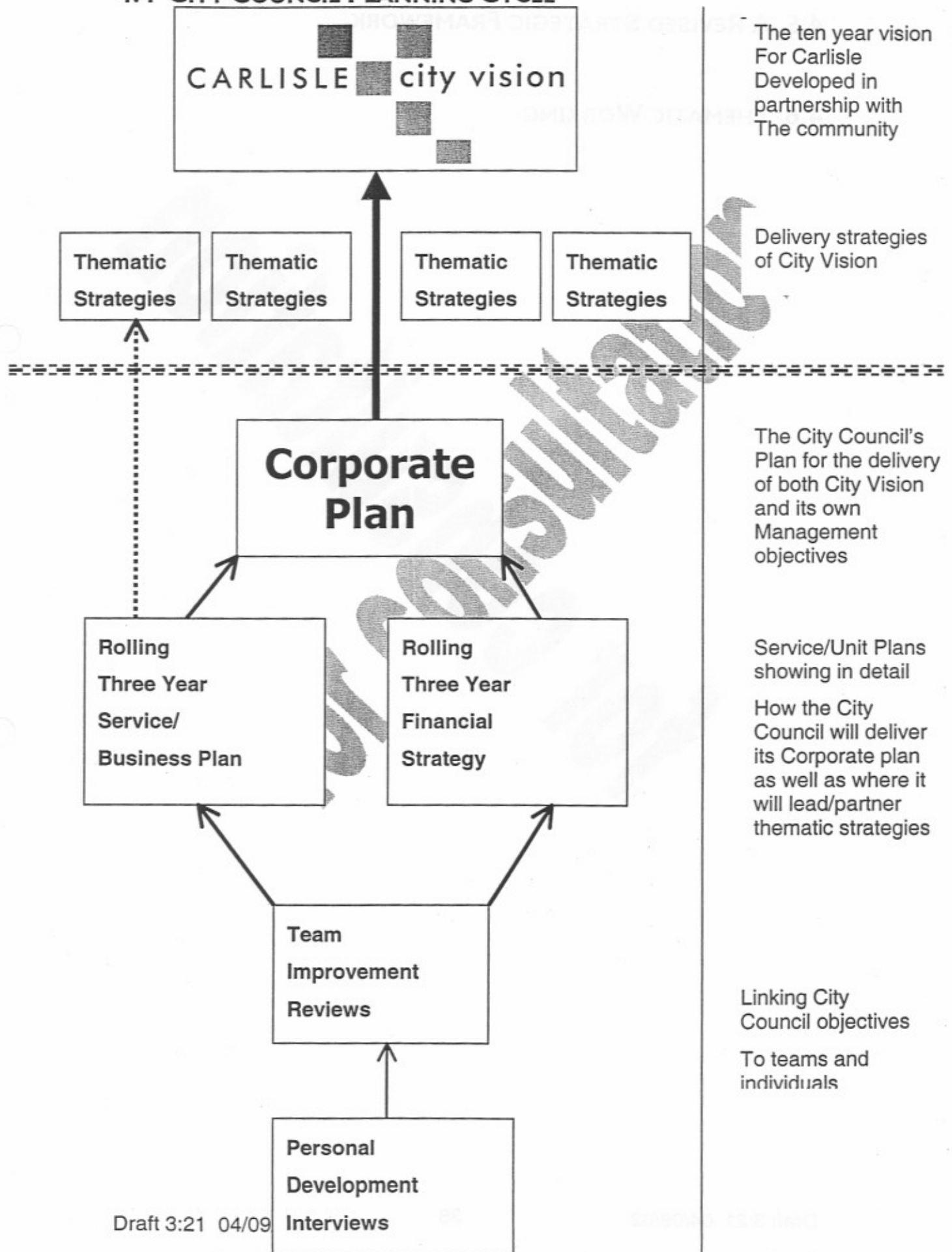
4.1 A NEW COUNCIL STRUCTURE

4.2 PRINCIPLES OF REVIEW

4.3 BROAD OVERVIEW OF INTENDED STRUCTURE

for consultation

4.4 CITY COUNCIL PLANNING CYCLE



4.5 A REVISED STRATEGIC FRAMEWORK

4.6 THEMATIC WORKING

for consultation

5 BEST VALUE REVIEW PROGRAMME

5.1 BEST VALUE REVIEW PROGRESS (INC. SUMMARY ACTION PLANS)

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

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

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

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

When Best Value was first introduced, in April 2000, we were required to review all of the services we provide over a five-year period. However, the recent White Paper 'Strong Local Leadership - Quality Public Services' has relaxed that ruling so that we can concentrate on reviewing those services which are most important to local people and continue to use best value to bring in new, innovative practices. Our five-year programme of Best Value reviews, shown on page x, is therefore likely to change as a result of the White Paper. It will be reconsidered after the completion of the Organisational Assessment best value review and reported in next year's Corporate Plan.

5.2 BEST VALUE REVIEW PROGRESS

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

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

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

Review Area	Key Findings	Key Outcomes	Action Plan
Property Management	To be reported		

for consultation

Review Area	Key Findings	Key Outcomes	Action Plan
Housing Debt Recovery	<p>Lack of choice in rent payment methods for tenants</p> <p>Lack of a policy statement for arrears prevention and recovery</p> <p>Need improvement in strategic liaison and continuation of improvement in operational liaison with Housing Benefits section</p> <p>Reduction in demand for Council housing & availability of alternative tenures has significant effect on attitudes towards rent payment</p> <p>Delays at Court stage and failure to see all available remedies.</p> <p>Weak culture of performance management. Other staffing issues.</p> <p>Need for better use to be made of IT and especially improved management information systems</p> <p>Opportunity for greater liaison with other key stakeholders e.g. CAB, Community Law Centre</p>	<p>A debt prevention/recovery service is still needed</p> <p>Given the strong possibility of LSVT later in 2002, no major change to current organisational structure is proposed at this stage</p> <p>Increase in the variety of payment methods</p> <p>Agreement of a policy statement against which to frame a prevention/recovery strategy</p> <p>Implementation of recovery procedures under an Introductory Tenancies regime</p> <p>Improved pre-tenancy advice and immediate post-tenancy monitoring</p> <p>Strengthened performance management framework and wider range of local performance indicators</p>	<p>Alternative payment methods being promoted & developed</p> <p>Raising the profile of rent through publicity & information leaflets</p> <p>Improving internal accounting practice for rent</p> <p>A policy for prevention and recovery of rent arrears has been produced</p> <p>Procedures for recovery from introductory tenants have been written</p> <p>New advice and information being given to new tenants</p> <p>Developing improved performance measures</p> <p>Staff training being improved</p>
Tourism			

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

5.3 RESULTS OF BEST VALUE INSPECTIONS

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

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

1. Is it a good service?
2. How likely is it to improve?

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

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

- Economic Development (Good service, Promising prospects for improvement)
- Communications (Fair service, Promising prospects for improvement)
- Leisuretime (Fair service, Promising prospects for improvement)

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

5.4 CORPORATE MESSAGES

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

Project management

Utilise project management to address all aspects of a project, in particular, ensure that the large scale aspect of a project e.g. financial planning, is supported by a solid policy base, good communications and a champion who can act outside/across departmental structures. The forthcoming departmental restructure is a typical example. (Comms)

'Corporate' perspective

Performance management

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

The Council has a track record of managing change but needs to consolidate its work on performance management and ensuring that attention is paid to both the significant and large scale aspects and day to day underpinning aspects of service delivery (Comms)

Alignment with corporate objectives

Challenging targets

Clear link to aims and objectives

Strategic objectives

Communications

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

- The aims of the Council and the service objectives are clear and ambitious, but there is still work to be done to link these aims directly to the service plan

They thought that the standard of service delivery was variable:-

- Media relations are improving and proactive, but there needs to be more clarity between Council and political stories
- Activities are being undertaken to increase Carlisle's profile, such as participation in national campaigns and publicity events, but measurement of the impact needs to be developed
- New corporate publications are being introduced, but the application of corporate image, effectiveness of internal communications and the development and operation of the website could be improved
- Comparison data is limited, but media relations and civic newspaper performance statistics suggest that Carlisle is performing around the average of those authorities who are part of the benchmarking group.
- The improvement plan was based on the review and has picked up important actions from consultation and comparison such as the development of the Council's newspaper. The service was challenged and one service area has been externalised, but insufficient consideration was given to alternative ways of delivering the service

Their key recommendations were to:-

- Utilise the County PR network to establish local performance indicators to measure the impact of media releases. In particular, determine how to measure whether Carlisle is becoming a regional capital

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

Leisuretime

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

- The Leisuretime service aims and objectives are operational rather than strategic, and the service meets its aims by:
 - Operating facilities providing a broad range of arts, entertainment, sports and recreation facilities and a broad spectrum of activity programmes to meet community needs
 - Providing good quality equipment by regular maintenance
 - Fostering working relationships with local arts, activity and sports clubs; and
 - Managing and operating the facilities soundly with well trained and user-oriented staff
- User satisfaction, as revealed by consultation surveys, is generally high
- We are maintaining low charges to users compared to other north of England district authorities; and
- We carry out regular consultation with users on service delivery

However:

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

About Our Leisuretime Improvement Plan:-

- The improvement plan has produced proposals set in the context of:
 - Improving user benefits and increased satisfaction levels
 - Strengthening the service contribution to national and regional arts/sports objectives and to the corporate objectives
 - Delivering against SMART targets
 - Increasing the input by users and residents to the service delivery; and
 - Improving performance measurement and monitoring
- Facilities – particularly the outdoor sports facilities at the Sheepmount will be improved

However

- The service lacks the context of a Council Leisure Strategy, and the Council's projected financial forecasts have been a strong influence on what will be provided in the future
- The focus of the improvement plan is on 'externalising' the service
- Although recognising the need to move Carlisle into the service performance top quartiles, the plan lack specific proposals to achieve this
- The improvement plan and the individual facilities' service plans include refined performance targets but lack the inclusion of performance baselines to assess the realism of these targets

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

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

Their recommendations were:-

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

Property Services

To be reported

5.5 RESULTS OF BEST VALUE AUDIT

5.6 CONSULTATION STATEMENT

5.7 STATEMENT OF RESPONSIBILITIES

for consultation

6 RESOURCES PLANNING

6.1 STATEMENT OF PRINCIPLES

- Local Government Finance White Paper

6.2 GOVERNMENT SPENDING REVIEW

6.3 FINANCIAL STRATEGY

The City Council's 2002/03 Budget

Council tax projections

Income assumptions

Borrowing

Balances

Capital

Assets

6.4 RISK ASSESSMENT

7 APPENDICIES

7.1 PERFORMANCE MANAGEMENT

7.2 PROPOSED REPORTING ARRANGEMENTS

Format	Report to	Frequency
Team Improvement Reviews	Management Teams Training & Development Group	Bi-annual
Service Plans	Team Improvement Reviews Management Teams Corporate management Team Portfolio holders	Bi-annual Particular indicators will need to be reported and monitored more regularly.
Best Value Performance Indicators and local Performance Indicators included in Corporate Plan/Best Value Performance Plan	Management Teams Corporate management Team Portfolio holders Executive Overview & Scrutiny District Audit/Department Transport Local Government & the Regions	Quarterly Quarterly Quarterly Quarterly Quarterly March & September
City Vision	Corporate Management Team Portfolio holders Executive Overview & Scrutiny Partnerships	Annually

7.3 CONTACT INFORMATION