



# REPORT TO EXECUTIVE

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## PORTFOLIO AREA: Performance and Development

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**Date of Meeting:** 27 June 2011

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**Public**

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**Key Decision:** No

**Recorded in Forward Plan:** No

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**Inside Policy Framework** Yes

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**Title:** CORPORATE PLAN PERFORMANCE REPORT

**Report of:** Policy & Communications Manager

**Report reference:** PPP 10/11

### Summary:

This report outlines the review, development and the summary of changes to the Corporate Plan. At the August meeting of The Executive, Assistant Directors will be giving a more detailed update of the first quarter's progress of their key actions. As agreed last year these reports will include actions, risks and performance indicators.

### Recommendations:

The Executive is requested to:

1. Consider the end of year performance of the City Council presented in the report with a view to seeking continuous improvement in how the Council delivers its priorities.

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## 1. REASON FOR RECOMMENDATIONS

The purpose of the report is to highlight the performance of the City Council in 2010/11, acknowledge the key successes of the year and identify areas for improvement.

## 2. IMPLICATIONS

- Staffing/Resources –
- Financial –
- Legal –
- Corporate – Measuring the Corporate Plan
- Risk Management –
- Environmental –
- Crime and Disorder –
- Impact on Customers –
- Equality and Diversity –

### Impact assessments

Does the change have an impact on the following?

Equality Impact Screening	Impact Yes/No?	Is the impact positive or negative?
Does the policy/service impact on the following?		
Age	No	
Disability	No	
Race	No	
Gender/ Transgender	No	
Sexual Orientation	No	
Religion or belief	No	
Human Rights	No	
Social exclusion	No	
Health inequalities	No	
Rurality	No	

If you consider there is either no impact or no negative impact, please give reasons:

*Impacts have been considered throughout the year.*

### **3.1 DEVELOPMENT OF THE CORPORATE PLAN 2011/12**

The Corporate Plan 2010/11 was developed in September 2010 from the Corporate Plan 2010-13 agreed by Full Council in May 2010. The purpose of the plan is to provide key actions to deliver our priorities of Local Environment and Economy.

The 2010/11 plan was reviewed after the initial 6 months to incorporate the findings from service planning and team appraisals in December 2010 to February 2011. This ensured that the actions continue to deliver our key priorities. Directorates have also developed sub actions, performance indicators and risks to measure the corporate plan actions. These will be used to report the Council's performance throughout the financial year.

A summary of the changes to the 2011/12 plan are provided in the table below and include:

- 1 new Local Environment action
- 1 new Economy action, with others merged together, split into different actions or deleted.
- A revised performance framework section to reflect the development of actions, risk and performance indicators to measure the performance of the key actions.

The table below also provides details of the progress made against each key action in 2010/11.

### 3.2 OVERVIEW OF PROGRESS OF CORPORATE PLAN KEY ACTIONS

This table provides an overview of progress for each Corporate Plan key action in 2010/11. It also indicates if the action has been retained, amended or deleted within the Corporate Plan 2011-12.

Corporate Plan 2010-11		Corporate Plan 2011-12	
Key action number	Progress in 2010/11	Key action number	Status
1. With key partners develop our approach to supporting a 'big society' across Carlisle, working with existing forums, groups and organisations to create new forms of engagement and enterprise.	<p>Establishment of a new Wellbeing Team with five Community Development Officers with generic responsibilities for health, sport, inclusion, enterprise and young people and geographic acting as leads for all communities in the City.</p> <p>Set up new structure to support community centres.</p> <p>Began consultation process on revised grant award programmes.</p> <p>The Rural Support Group will act as the principal focal point for rural issues into the City Council and Local Strategic Partnership.</p>	1. Review our approach to engaging and working with community based organisations and create new forms of engagement, enterprise and investment.	Retained and wording amended.
2. Review our support to social enterprises and community organisations and explore new methods of securing external financing.	<p>New work includes:</p> <ul style="list-style-type: none"> <li>• Support community centres to develop more sustainable business plans and new income generation models.</li> <li>• New contact and support process for community centre (including programme of development workshops)</li> </ul>	2. Work with partners to do a full funding review of grant arrangements to external organisations, focusing on community associations, and the charitable & voluntary sectors.	Retained and wording amended.

Corporate Plan 2010-11		Corporate Plan 2011-12	
Key action number	Progress in 2010/11	Key action number	Status
	<ul style="list-style-type: none"> <li>• Consultation of revised grant allocations</li> </ul>		
		3. Commission partners to operate and develop our new Community Resource Centre, ensuring this facility delivers an integrated programme of training and support to our communities.	New action.
3. Develop and deliver an improved area based approach to maintaining and cleaning streets and open spaces, including education and enforcement activities.	<p><b>Preparation work for service review next year</b></p> <p>Merged area maintenance teams into new team of neighbourhoods and green spaces and separated highways function into the Highways Service</p> <p>Identified need for increased mechanisation of street cleansing to address higher levels of detritus (following harsh winters) and successfully bid for capital to purchase these in 2011/12. Reviewed and adjusted street cleaning rounds into three teams pending the overall structure review</p> <p>Re-structured Clean Neighbourhood and Environment Team to focus on dog fouling in preparation for the next steps in developing a more comprehensive approach to education and enforcement activity in 2011/12.</p>	4. Develop and deliver an area based approach to improve the quality of the local environment—including air quality, contaminated land, clean and well maintained streets and open spaces.	Retained and wording amended.

Corporate Plan 2010-11		Corporate Plan 2011-12	
Key action number	Progress in 2010/11	Key action number	Status
	<p>Achieved transformation savings of over £167K</p> <p>Participated in the O&amp;S task and finish work on area working and met with County Council neighbourhood management colleagues and multi agency teams such as the Riverside Group and the problem solving group.</p> <p>Co-located office staff from Boustead Grassing to the Civic Centre.</p> <p>Delivered highways capital schemes including highways resurfacing work, and Castle Street Capital Schemes for the County, replaced Street lighting columns, road improvement schemes.</p>		
4. Work with partners to deliver the objectives of the Cumbria Strategic Waste Partnership.	<p>Achieved recycling targets.</p> <p>Delivered refuse round review with smooth transition to more efficient rounds, saving over £90K with no adverse effect to the public</p> <p>Divested trade waste round to CWM with no adverse effect to customers</p> <p>Secured green waste disposal</p> <p>Continued to deliver green waste collection services for Eden Council</p>	5. With Cumbria Waste Partners, review our waste and recycling services, making sure our customers' needs are met by the most efficient means.	Retained and wording amended.
5. With partners and 'friends groups'	1. Friends of Parks Groups annual forum at Tullie House, 24 March 2011.	6. Assess and review the condition and access to our	Retained and wording

Corporate Plan 2010-11		Corporate Plan 2011-12	
Key action number	Progress in 2010/11	Key action number	Status
develop and deliver a plan to sustain major parks and green spaces, including play areas.	<p>2. Green Infrastructure Strategy – development of brief for production of a document to support the Local Development Framework (working with Planning Services)</p> <p>3. Continued implementation of Play Area Strategy including use of Section 106 developer contributions and Playbuilder 2 funding (St James Park; Chances Park; Richmond Green)</p>	major parks and green spaces and engage ‘friends’ and community groups to maximise community value.	amended.
6. Deliver community safety partnership plans with the Police and other key partners.	<p>The City Council is the lead partner in establishing area based (multi agency) problem solving groups – Eastern area pilot due to report back Summer 2011</p> <p>Carlisle and Eden Crime and Disorder partnership invested approximately £70k into the Carlisle area during 2010/11. The City maintains this relationship.</p> <p>Production of Carlisle Community Safety work programme in liaison with police, housing associations and public health colleagues</p> <p>The Riverside Partnership Agreement has been refreshed and, within a new monitoring programme, an action plan for joint working on a range of issues directly and indirectly related to Community Safety has been produced</p>	7. Deliver community safety partnership plans with the Police and key stakeholders focusing on the development of multi-agency coordination teams to deal with environmental issues, crime and anti-social behaviour.	Retained and wording amended.
7. Work with our partners to ensure a mix of	<ul style="list-style-type: none"> <li>Set up and led on the internal Strategic Housing Development Group</li> </ul>	8. Work with partners to support communities and	Retained and wording

Corporate Plan 2010-11		Corporate Plan 2011-12	
Key action number	Progress in 2010/11	Key action number	Status
quality housing is provided to support communities with clear housing choice.	<ul style="list-style-type: none"> <li>• Set up and led on the Carlisle Housing Partnership groups; <ul style="list-style-type: none"> <li>- Housing Market Group, to deliver new housing through partnership</li> <li>- Decent and Healthy Homes Group, to improve the quality of life for Carlisle residents through partnership</li> </ul> </li> <li>• Support Vulnerable People, support vulnerable people through partnership</li> <li>• Secured new properties for the Council's Low Cost Housing Scheme</li> <li>• Brought forward Carlisle's Housing Need and Demand Study to get clearer view of needs and aspirations of residents.</li> <li>• Brought forward Community Training and Resource Centre together with partners</li> <li>• Delivered Extra Care scheme at Heysham Gardens with partners</li> <li>• Brought empty homes back into use</li> <li>• Secured funding from the Homes and Communities Agency (HCA)</li> <li>• Implemented Cumbria Choice together with partners, improving housing options for communities.</li> </ul>	<p>potential new residents by delivering a mix of quality housing choices, focusing on:</p> <ul style="list-style-type: none"> <li>§ implementing an updated Housing Strategy and action plan</li> <li>§ leading the new Strategic Housing Partnership</li> <li>§ supporting the creation of new high quality homes</li> <li>§ supporting vulnerable people, especially the homeless.</li> </ul>	amended to include Housing Strategy from action 14 (2010/11).
8. Review the role and purpose of Carlisle Enterprise Centre as a base for business incubation.	Enterprise Centre property asset review completed and additional report from Hyde Harrington received.	9. Review the role of the Carlisle Enterprise Centre and work with key partners to provide start up and Small Medium Enterprise business space and	Retained and wording amended to include action 11 (2010/11).



Corporate Plan 2010-11		Corporate Plan 2011-12	
Key action number	Progress in 2010/11	Key action number	Status
		support.	
9. Provide a strategic leadership and facilitating role to provide programmes focused on reducing health inequality and worklessness.	<p>The Health Improvement action plan has been redrafted.</p> <p>Membership of the Healthy Cities Steering Group is extended to include planning and environmental officers.</p> <p>Key project to reduce health inequalities and meeting HIAP targets (where appropriate with start up funding via Healthy Cities Steering group) include:</p> <ul style="list-style-type: none"> <li>• Fab and Fifty (urban and rural programmes) delivered in conjunction with Carlisle Leisure Limited and village halls.</li> <li>• Grow Your Own City - promotion of grow you own food/allotment/healthy eating.</li> <li>• Get Into Reading - improve health literacy</li> </ul>	11. Work with partners to achieve the targets in the Healthy City, Health Improvement Action Plan.	Retained and wording amended.
10. Review our approach to working with our education partners to match and deliver appropriate skills and education programmes to meet economic needs.	Initial discussions have taken place with Carlisle College and University of Cumbria regarding their plans for future provision and support for entrepreneurship. This will be further developed and progressed by the new Economic Development Officer post holder	10. Work with the Economic Development and Enterprise Group to deliver the economic action plan, focusing on: <ul style="list-style-type: none"> <li>§ improving business performance</li> <li>§ raising skills and reducing unemployment</li> </ul>	Retained and wording amended to include action 11 (2010/11).

Corporate Plan 2010-11		Corporate Plan 2011-12	
Key action number	Progress in 2010/11	Key action number	Status
		§ supporting growth and investment § growing the low carbon economy § management of public assets.	
11. Review our approach to providing business support due to the emerging Local Enterprise Partnerships.	Initial discussions have taken place with Cumbria Chamber and Cumbria County Council on future business support mechanisms but with no firm proposals yet emerging.		Merged with actions 9 and 10 (2011/12).
12. With partners, develop joint and collective opportunities for children and young people to thrive and reach their potential.	<p>The City Council has delivered:</p> <ul style="list-style-type: none"> <li>• Newspaper Group (Supporting young people to produce a young person's magazine/newspaper).</li> <li>• Skate Development Group</li> <li>• Youth Council Group</li> <li>• Campaign Group - The Campaign Group have previously been working on reducing the prices of entertainment for young people in Carlisle</li> <li>• Carlisle Joint School Council</li> <li>• Harraby Youth Club</li> <li>• BASE Drop-In and Chill Out!</li> <li>• Radio One's Big Weekend Volunteering Programme – lead in programme</li> <li>• Youth Exchange 2010</li> </ul>	12. With partners, develop joint and collective opportunities for children and young people to thrive and reach their potential.	Retained.

Corporate Plan 2010-11		Corporate Plan 2011-12	
Key action number	Progress in 2010/11	Key action number	Status
	<ul style="list-style-type: none"> <li>• Play schemes in both urban and rural areas</li> <li>• Holiday play schemes</li> <li>• Working with James Rennie School</li> <li>• Play trail</li> <li>• Play day</li> </ul>		
13. Maintain and extend high quality customer services for the Council, our partners and clients.	<p>During 2010/11 the City Council's Customer Contact Service has delivered the following:</p> <ul style="list-style-type: none"> <li>• The hosting of Carlisle Police Service Desk in the Contact Centre.</li> <li>• The agreement of terms for accommodation of Passport service office for move in during July 2010.</li> <li>• The re designed an improved customer contact area.</li> <li>• The introduction of extended range of service enquiries that can be delivered via single point of contact.</li> <li>• Introduced service improvement programme, working across all directorates to ensure maximum customer benefit and effectiveness of service.</li> </ul>	13. Deliver a Customer Access Strategy and maintain and extend high quality customer services for the Council, our partners and clients.	Retained and wording amended.
		14. Develop our shared Revenues and Benefits service via a culture of high performance and customer focus.	New action.

Corporate Plan 2010-11		Corporate Plan 2011-12	
Key action number	Progress in 2010/11	Key action number	Status
14. With key partners, develop and deliver the Carlisle Local Development Framework and Core Strategy, specifically focusing on: § delivering a partnership led Employment Land Supply Strategy (including the Council's Strategic Assets) § an updated Housing Strategy.	Community Engagement Directorate has: <ul style="list-style-type: none"> <li>Fed into LDF options and issues consultation.</li> <li>Jointly commissioned Housing Need and Demand Study; housing needs and growth projections will inform the Housing Strategy and LDF</li> </ul> Economic Directorate has: <ul style="list-style-type: none"> <li>Developed the LDF Local Development Scheme</li> <li>Issues Paper consultation completed</li> <li>Established LDF Member Working Group</li> </ul>	15. With key partners, develop the Carlisle Local Development Framework Core Strategy and the Strategic Housing Land Availability Assessment.	Wording amended, spilt into actions 15 and 16 (2011/12).
		16. Work with partners to produce a Strategic Employment Land Management Strategy.	Housing Strategy added to action 8 (2011/12).
15. Develop and deliver Carlisle's contribution to the Cumbria Local and Joint Investment Plans and Regional Growth Fund.	Regional Growth Fund Bid Round 1 submitted for the development of a tourism product for Carlisle. Bid was unsuccessful.		Deleted.
16. With key partners, and subject to available funding, complete our current public realm projects: § Roman Frontier § Castle Street § Old Town Hall	Roman Frontier – public realm substantially completed.  Castle Street – completed apart from the benches which were installed in May 2011.  Old Town Hall – Outline proposals worked up for comprehensive project. Intrusive investigations		Deleted.

Corporate Plan 2010-11		Corporate Plan 2011-12	
Key action number	Progress in 2010/11	Key action number	Status
	commissioned. Bid for HLF Stage 1 unsuccessful, therefore undertaking a review of the scope of the project.		
17. Support the City Centre Partnership to set up a retail led Business Improvement District Company and implement the City Centre action plan.	Report completed on the potential to create a City Centre Management Company and formation of a Business Improvement District. Agreed by the Board of City Centre Partnership and Cumbria Tourism Partnership that this should be pursued.	17. Work with Carlisle Tourism and city centre partnerships to set up a new Community Interest Company and develop an action plan to include: § tourism and city centre branding § events § retail, hospitality, tourism and catering skills centre § business creation and support.	Merged with action 18 (2010/11) to produce action 17 (2011/12).
18. Review our approach to the delivery of the Tourism Partnership action plan, focusing on: § encouraging investment in accommodation and attractions § improving the quality of accommodation on offer § improving the performance of the conference and meetings sector, the food/drink and retail sector and festivals and events	Successful delivery of marketing and events programme for Carlisle, set within the context of funding cuts from NWDA and Cumbria Tourism which has resulted in the redundancy of the Carlisle Tourism Partnership Manager.  Review of future activity is a priority in 2011/12.		Merged with action 17 (2010/11) to produce action 17 (2011/12).

Corporate Plan 2010-11		Corporate Plan 2011-12	
Key action number	Progress in 2010/11	Key action number	Status
§ raising the profile of our historic city and its connections with Hadrian's Wall.			
19. Review our approach with key partners to improve the cultural offer of the City through: § the development and delivery of the Tullie House Trust § key cultural events and programmes § effective and efficient joint working with Carlisle Leisure and other partners on health and physical activity programmes.	<ul style="list-style-type: none"> <li>• Introduced revised Carlisle Leisure Ltd contract monitoring procedure recognising work aligned to Corporate Plan Key Action 9</li> <li>• CLL partner in 'Fab and Fifty' programme and in partnership with NHS, delivering health trainer sessions</li> <li>• Worked in preparation of transfer of Tullie House to trust status – including financial and structure transformation.</li> </ul>	18. With key partners, review our approach to improve the cultural offer of the city through: § the development and delivery of the Tullie House Trust § key cultural events and programmes § effective and efficient joint working with Carlisle Leisure and other partners on health and physical activity programmes.	Retained and wording amended.
20. Work with Cumbria County Council on Local Transport Plan 3 to deliver the vision and outcomes of the plan.	<p>The implications of government proposals to move administration of concessionary fares to the County have been reviewed.</p> <p>The Parking Connect project is under way with the aim of agreeing effective arrangements for on and off street parking enforcement.</p>	19. Work with key partners to: § deliver the outcomes of the Local Transport Plan 2 § and develop Local Transport Plan 3. Focusing on key projects such as the refurbishment	Retained and wording amended.

Corporate Plan 2010-11		Corporate Plan 2011-12	
Key action number	Progress in 2010/11	Key action number	Status
	The Economic Development Directorate are working with the County to ensure that the City Council priorities are considered in the development of the LTP3.	and recognition of Carlisle Station as an international gateway and transport hub to Cumbria.	

### 3.3 TRANSFORMATION KEY ACTIONS

Corporate Plan 2010-11		Corporate Plan 2011-12	
Key action number	Progress in 2010/11	Key action number	Status
1. Establish the training needs created by our transformation programme and secure suitable learning opportunities.	The Organisational Development (OD) Plan provides a more detailed framework of the authority's training needs. The majority of team appraisals have been completed and the OD Team have identified training needs arising. Meetings with managers are on going to identify training required as a result of the transformation process.	1. Identify the training needs created by our transformation programme and secure suitable learning opportunities.	Retained and wording amended.
2. Deliver a tailored business process/systems thinking training programme to service managers and other key employees.	The Customer Services Manager, Performance Improvement Manager and Local Environment Assistant Director are currently attending a Lean Systems Thinking (LST) course at Hull University. Bereavements Services is being used as a pilot for this approach with a view to rolling out across the authority. Upon completion of the course, internal LST training will be rolled out.	2. Deliver a tailored training programme to improve business processes and systems to service managers and other key employees. Review the results of the training and impact on performance.	Retained and wording amended.

<b>Corporate Plan 2010-11</b>		<b>Corporate Plan 2011-12</b>	
<b>Key action number</b>	<b>Progress in 2010/11</b>	<b>Key action number</b>	<b>Status</b>
3. Deliver a 'train the trainer' programme to ensure effective use of skills across the Council.	A practical train the trainer course for operational supervisors is scheduled for Summer 2011, delivering health & safety toolbox talks. A further train the trainer programme is planned for Winter 2011/12 to enable the delivery of further in-house training.	3. Deliver a 'train the trainer' programme to ensure effective use of skills across the Council.	Retained.
4. Do a regular and thorough analysis of spending against our key priorities and across all areas of the authority.	A Value for Money analysis, benchmarking service costs with other authorities, has been carried out. SMT have been advised on high cost, low performance areas. This has been fed into the transformation programme.	4. Do a regular and thorough analysis of spending against our key priorities and across all areas of the authority.	Retained.
5. Develop and carry out an activity based costing (ABC) model across appropriate areas of the Council's business.	Due to the amount of changes occurring as a result of transformation, an ABC model was not an appropriate method of conducting this work so the action was reworded. An ABC type review will be considered when the transformation programme is complete.	5. Review how central services are recharged to increase flexibility where services are provided in other ways.	Retained and wording amended.
6. Review, and where appropriate, revise income targets to ensure accuracy and effective future target setting.	Efforts during 2010/11 were concentrated in the Local Environment directorate. The full programme is due to be complete by end of 2012/13.	6. Review, and where appropriate, revise income targets to ensure accuracy and effective future target setting.	Retained.
7. Review all service accommodation to deliver efficiencies through a rationalisation programme.	The migration of staff from Bousteads Grassing to the Civic Centre was completed by April 2011. Additional income has been generated by renting office space to the Police. The potential to offer extra services in the Customer Contact Centre will also lead to further income.	7. Review all service accommodation to deliver efficiencies through a rationalisation programme.	Retained.



<b>Corporate Plan 2010-11</b>		<b>Corporate Plan 2011-12</b>	
<b>Key action number</b>	<b>Progress in 2010/11</b>	<b>Key action number</b>	<b>Status</b>
8. Develop and deliver the Council's asset management plans for its own estate.	It was agreed at Full Council in Sept 2010 that the plans would be delivered between 2011/12 and 2015/16.	8. Develop and deliver the Council's asset management plans for its own estate.	Retained.
9. Deliver a full review of all employee and management structures across the Council to ensure effective allocation of resources.	The review of the services planned for 2010/11 is complete, achieving savings of £3m.	9. Deliver a full review of all employee and management structures across the Council to ensure effective allocation of resources.	Retained.
10. Use this review to set up revised structures by service and directorate.	Revised structures have been completed by the Chief Executive's Team with the assistance of Assistant Directors.	10. Use this review to set up revised structures by service and directorate.	Retained.
11. Develop and deliver a full business process improvement programme, taking services in order of priority and potential for greatest efficiency.	The Procurement & Commissioning Strategy has been updated and agreed at Full Council. This provides a template and guidance on how to conduct shared services and commissioning of service initiatives.	11. Develop and deliver a full business process improvement programme, taking services in order of priority and potential for greatest efficiency.	Retained.
12. Develop and deliver a programme to move 'front office' services to our Customer Contact Centre and, where possible and cost effective, encouraging customer contact by	The programme has been agreed and two temporary Development Officers were appointed in January 2011 to deliver it. In 2010/11 Adult Social Care (May 2010) and Police (Oct 2010) migrated into the Contact Centre. Lean systems thinking "train the trainer" is underway to co-ordinate the improvement of services in an efficient and customer centric way. A service improvement plan	12. Develop and deliver a programme to move 'front office' services to our Customer Contact Centre and, where possible and cost effective, encouraging customer contact by phone or e-form.	Retained.

Corporate Plan 2010-11		Corporate Plan 2011-12	
Key action number	Progress in 2010/11	Key action number	Status
phone or e-form.	is being developed and progressed.		
13. Continue to deliver shared service arrangements with neighbouring authorities and develop shared/partnering opportunities.	The Internal Audit shared service went live in Jan 2011 and the Revenues & Benefits shared service in Oct 2010. There are currently informal management arrangements in place for Audit.	13. Continue to deliver and monitor shared service arrangements with neighbouring authorities and develop shared/partnering opportunities.	Retained and wording amended.
14. With partners, continue to develop our approach to obtaining services and goods through the most efficient means.	Poor procurement arrangements have started to be identified and eliminated. New procedures are being introduced for 2011/12 e.g. revised tendering process, use of The Chest.	14. With partners, continue to develop our approach to obtaining services and goods through the most efficient means.	Retained.

### **3.4 CHANGES THROUGHOUT THE YEAR**

There have been significant changes during the year which has led to a review of performance management across the authority.

The National Indicator Set, the Comprehensive Area Assessment, Use of Resources and the Place Survey have all been abolished. This has resulted in a need for much lighter audit arrangements and greater need for self assessment.

A new Policy and Budgetary Framework was adopted at the end of 2010/11, while a Comprehensive Equality Scheme was adopted in September 2010. This scheme sets out how the Council intends to promote equality of opportunity in all of its functions. It is underpinned by themed Equality Impact Assessments (EqIAs) that will be published on the council's website from 1 August 2011. Actions and measures identified through carrying out these EqIAs are fed into service plans that all link to the key actions in the Corporate Plan.

Further measures and sub actions that will deliver the key actions in the Corporate Plan are currently being developed (see 1.4 below for more details).

### **3.5 ONGOING COMMUNICATION AND REVIEW OF THE CORPORATE PLAN**

There will be ongoing activity to communicate and update the Corporate Plan where appropriate. This will enable staff and members to contribute to the delivery of our priorities through creating better understanding of what the Council must achieve. It will also encourage regular two-way communication about the delivery of our corporate plan. This will be achieved through:

- Monthly updates at Management Briefing
- Regular updates at departmental management team meetings
- Progress updates and review of performance by Executive and Overview & Scrutiny Panels on a quarterly basis to link into the performance reporting cycle
- Chief Executive's bulletin to highlight progress on a monthly basis

- E-bulletin to include Corporate Plan updates where appropriate
- Annual service planning – January to March
- Annual team appraisals – December to February
- Annual review of the Corporate Plan between February and March

#### **4.0 TRANSFORMATION PROGRAMME UPDATE**

The savings target for 2010/11 was achieved and £3,135,300 was identified by the end of the year.

##### **Chief Executive's Team**

Phase 2 transformation of the Chief Executive's Team was completed in March with a management restructure. Additional savings have been made by reducing the frequency of the residents' magazine (Carlisle Focus) from four to two and reductions to budgets across the whole team's activities.

A review of PA Support is under way and will be concluded in June.

##### **Economic Development**

Phase 2 of the transformation proposals for the Economic Development Directorate are nearing completion. Interviews for the Regeneration Officer and Economic Development Officer are due to take place in June.

The next phase of the Transformation proposals will focus on Tourism and the Enterprise Centre. In addition, the Directorate will be reviewing business processes to ensure efficient and effective services and improve service to the customer

##### **Community Engagement**

The Directorate is continuing to focus on a customer orientated review of business processes to ensure efficient and effective services.

The restructure of Communities, Housing and Health is nearing completion and the recruitment process for the vacant Wellbeing Manager and Community Development Officer – Health posts has commenced.

Phase 2 of the Transformation Programme will include maximising income and efficient operations achieved through the Housing Strategy, Community Safety Programme and customer contact processes.

## **Local Environment**

The four new service areas set up in Phase 1 of transformation are performing well. Savings targets for last year are largely achieved via reductions in discretionary services, more efficient working in waste services and a re-structure of the clean neighbourhood and environment team. The final part of Phase 1 is the new CCTV service which will be implemented from 1st July 2011.

The next phase of transformation will focus on Neighbourhoods and Green Spaces and Bereavement Services and will review systems and work flow to make sure that services are delivered that meet customer needs. A staff away day was held in May to focus on what matters to our customers.

Local Environment will also consider the way forward on key areas such as car parking enforcement and highways services and will look again at providing waste services more efficiently.

## **Resources**

The Resources Directorate have recently completed reviews of the Cleaning function and are currently undertaking reviews on their Transport, Stores, Service Support Team (Phase 1) and Building Facilities functions. In addition Resources are heavily involved in a number of wider corporate objectives i.e. the phased demolition of Bousteads Grassing (Accommodation Review) and the Asset Development Plan.

The next phase of the Directorate's transformation review will focus on completion of the Service Support Team, the capitalisation of salary costs for the Resource Planning function and a number of wider cross cutting procurement and commissioning initiatives.

## **Governance**

Structurally, the Governance Business Unit has been stable since early 2010 when it completed the Transformation process at that time. However, since then the

Democratic Services Manager post has been deleted from the establishment with the duties and responsibilities being taken on by the Assistant Director (Governance) and the Committee Services Team. This resulted in the salary saving but with an amount reserved (£12,000) in case the reassessment of the Committee posts, taking into account the new duties, requires any uplift.

Secondly, we are currently in the process of reviewing Executive and Member Support arrangements. The consultation process has been completed and it has been decided that the Executive Support function will be reduced to 20 hours per week and that the number of Member Support Officers will be reduced from three to two FTEs.

More generally, during the year the Constitution, in particularly the Budget & Policy Framework has been revised. The number of policies reserved to the Council has been reduced from around 80 to 11. This has served to streamline decision making and make the Council more efficient.

Further detail will also be provided by ADs at the next Panels.

## **5.0 GOOD NEWS STORIES & ACHIEVEMENTS**

### **Chance's Park Restoration.**

The £1m Project was completed on time and to budget in late April 2010 and the official opening was on the 22<sup>nd</sup> May 2010. Funded primarily by the Lottery, the Construction Phase Works were Project Managed by Resource Planning.

### **The Sport & Recreation Team**

The team achieved 'excellent' status in their external Quest assessment (see below), which took place in July 2010.

### **The Council's Data Network**

In August 2010 the Network received the Government's Code of Connection (CoCo) 4.2 compliance, only one of a handful in the country. This enables the Council's network to be connected to the Government's secure Intranet, essential for processing housing benefit claims.

### **Benefits Advice Team**

In July 2010 the Benefits Advice Team were inspected by the Legal Services Commission in connection with being awarded the Quality Mark for General Help Services.

### **Equality Framework for Local Government**

In October 2010 a 2 day 'Diversity Peer Challenge' was carried out by the Peer Assessors appointed by Local Government Improvement (part of LGA). All the Cumbria Local Authorities go through the same process and Carlisle City Council elected to be the first District to undertake it.

The Council met the criteria for an 'Achieving Authority' as set out in the Equality Framework for Local Government. This was an important achievement for the Council, for not only did it mean that there had been improvement since the self-



assessment of December 2009, but it recognised the Council's knowledge and activity regarding equality and diversity, which is a key part of the day to day Council business.

### **Carlisle Wheelchair Sports Club**

The Council's Sports Team were successful in securing funding for this very worthwhile project and was one of only four (out of twenty) that made it. This is 'Aiming High' funding for 10 sports wheelchairs and having those will enable our team to deliver a Level 2 Wheelchair Basketball coaching course.

### **CBEN Award**

The Council retained its Gold Cumbria Business Environment Network award for environmental achievements for systems and processes. This success is from a number of ongoing energy projects ranging from draught proofing to the Civic Centre's entrance areas, various boiler renewals, and low energy lighting.

### **City Council Website**

The Council's website has been awarded three stars in the Society of Information Technology Management (SOCITM) Better Connected results, making it into the top 16 list for best Shire District websites. The website is a team effort between ICT Connect and the website editors.

### **Lexcel Inspection**

Legal Services went through its annual Lexcel Inspection in March and retained its accreditation once again. The Auditor commented that a "significant number of areas of good practice were identified which is a good indicator of the organisation's continued commitment to maintaining high levels of service...."

### **The Sands**

The Sands Centre achieved a score of 87% in their recent Quest assessment. This gives them the highest status available...'Excellent.'

Quest is an externally provided on-site assessment carried out every two years. It focuses on the facilities and processes involved in the delivery of the services. This means The Sands Centre will continue to be registered under the UK Quality Scheme for Sport & Leisure following this assessment.