



REPORT TO EXECUTIVE

PORTFOLIO AREA: The Leader (Promoting Carlisle)

Date of Meeting: 19 February 2007

Public

Key Decision: No

Recorded in Forward Plan:

Yes

Inside Policy Framework

Title: Carlisle Sustainable Community Plan 2007/2017

Report of: Local Strategic Partnership Manager/Head of Policy & Performance Services

Report reference: PPP 13/07

Summary:

The Local Government Act 2000 requires authorities to prepare a Sustainable Community Strategy (Community Plan) for their area. The report presents the framework for developing the Plan (appendix 1) and the first draft of the Community Plan for Carlisle (appendix 2).

Recommendations:

The Executive Committee is requested to:

1. Consider and comment upon the presentation and content of the draft Plan with a view to seeking continuous improvement in the way the council works with its key partners to plan and deliver services to local people.
2. Consider the relevance of the Plan in accordance with the Carlisle profile, i.e. social and economic data, and what local people have told us (where this is included).
3. Consider how the Plan, in defining the priorities of the Council and its Partners, assists current and future allocation of resources in ways that are relevant to the delivery of the priorities for Carlisle, i.e. will make our decision making processes easier.

Contact Officer: Ned Kemp

Ext: 7030

Note: in compliance with section 100d of the Local Government (Access to Information) Act 1985 the report has been prepared in part from the following papers: None

1. BACKGROUND INFORMATION AND OPTIONS

The Local Government Act 2000 requires local authorities to publish a Sustainable Community Strategy. This obligation is developed in a variety of guidance and analytical documents most recently the white paper “Strong and prosperous communities”, in which Government proposes to put sustainable community strategies at the heart of what local authorities do.

Introduction

Sustainable Community Strategies exist to promote or improve the economic, social and environmental well being of their areas, and to contribute to the achievement of sustainable development in the UK.

One of the functions of the Strategy is to ensure that the activities of the various bodies who provide services to the public:

- are better co-ordinated
- are responsive to the needs and concerns of local communities
- are delivered in ways that suit the people who depend on them, and
- take account of the needs of future generations

In addition, the strategy will play a part in the process of democratic renewal by ensuring that councils are accountable, open and responsive to local needs and that their processes are:

- efficient, transparent and accountable
- there is continuous improvement in the efficiency and quality of the services for which they are responsible
- they actively involve and engage the community in local decisions, and
- they have the powers they need to work with other bodies to ensure that resources are deployed effectively to improve the well being of their areas

The need for sustainable, socially inclusive communities is central to the aim of enhancing local quality of life and health. Community strategies should focus on priorities for action arising from the specific needs of the different communities that they serve. They should provide a means of joining up services and tackling crosscutting issues in a coherent and integrated way.

Aims and objectives

A community strategy should aim to enhance the quality of life of local communities and contribute to the achievement of sustainable development through action to improve the economic, social and environmental well being of the area and its inhabitants.

If this aim is to be realised, a community strategy will have to meet four objectives. It must:

- allow local communities to articulate their aspirations, needs and priorities
- co-ordinate the actions of the Council, and of the public, private, voluntary and community organisations that operate locally
- focus and shape existing and future activity of those organisations so that they effectively meet community needs and aspirations
- contribute to the achievement of sustainable development both locally and more widely, with local goals and priorities relating, where appropriate, to regional, national and even global aims

A community strategy must have four key components:

- a long-term Vision for the area focusing on the outcomes that are to be achieved
- an action plan identifying shorter-term priorities and activities that will contribute to the achievement of long-term outcomes
- a shared commitment to implement the action plan and proposals for doing so, and
- arrangements for monitoring the implementation of the action plan, for periodically reviewing the community strategy, and for reporting progress to local communities

Underpinning principles

Community strategies will reflect local circumstances and needs. Every authority and every community will be different. However, the following guiding principles should underpin all community strategies. They will:

- engage and involve local communities
- involve active participation of councillors within and outside the Executive
- be prepared and implemented by a Local Strategic Partnership (LSP) through which the local authority can work with other local partners
- be based on a proper assessment of needs and the availability of resources

Only by promoting and improving the economic, social *and* environmental well being of their communities will community strategies contribute to the achievement of sustainable development.

Process

The process by which the community strategy produced is as important as the strategy itself. The preparation process will be the means by which local people and organisations can be involved in planning and decision-making. It will be vital to ensure wide local ownership of the community planning process, which should be 'bottom up' as well as 'top down'. Community strategies must give local people a powerful voice in planning local approaches to economic, social and environmental improvements and in holding core public services and local politicians to account. The key to an effective community strategy will therefore be successful partnership working and community involvement throughout the process. At every stage, all councillors will have important roles to play. Only by working together with other public, private, business and voluntary bodies will it be possible to deliver the broad range of outcomes encompassed by community strategies. In developing local strategic partnerships, councils and their partners should seek to build on existing local arrangements that have worked well, rather than starting from scratch. (The Carlisle Partnership (CP) (particularly the Partnership Executive) has been leading the development of the draft plan.)

Many local partnerships have already been set up to fulfil specific objectives. Councils and their partners should regard the production of the community strategy as a beginning rather than the conclusion of this exercise. The processes and relationships through which strategies are produced and implemented should continue to evolve and be refined. In particular:

- Partnerships need to evaluate their effectiveness and adjust their membership and working arrangements accordingly
- The development and implementation of community strategies needs to become embedded firmly into the culture, resource planning and budget decisions of organisations
- There should be continuing efforts to secure greater degrees of community participation in the preparation and implementation of plans.

The Sustainable Community Strategy in Context

The attached draft community strategy is based on Government guidance. Particularly that:

- The community strategy should have regard to existing strategic local and regional plans
- Local development frameworks should provide the spatial expression of the community strategy

- The Local Area Agreement (LAA) for Cumbria, currently being negotiated with Government Office NorthWest, will be a key component of the community strategy. The role of the LAA is set to be strengthened in the recent white paper and it is likely to become central to the delivery of the community strategy
- The City Council is currently working with consultants and with the private sector (through the vehicle of the Economy and Enterprise Group of the Carlisle Partnership) to develop an Economic Strategy for Carlisle. This will inform the Economic and Enterprise strand of the community strategy

The community strategy for Carlisle will be able to draw on experience gained and work done during the preparation of City Vision (2002) and the Joint Carlisle and Eden Community Plan, A Vision for the Future (2004).

Of greater significance is the more recent consultation and development work done by Carlisle Renaissance and the extensive data available in the Cumbria wide Quality of Life Survey, published in January 2007. The Carlisle Partnership Executive has agreed in principle that the sustainable communities aspect of the current Carlisle Renaissance programme will be strengthened in order that Carlisle Renaissance will form the bedrock of the community strategy.

2. CONSULTATION

To date:

Senior Management Team and Service Heads

Local people through Quality of Life Survey / other

Carlisle Partnership Executive and priority groups

Carlisle City Council Executive

Planned:

Overview and Scrutiny Committees

Carlisle Partnership

City Council web site

Wider Partnership forum

Partners in the sub region and region

3. IMPLICATIONS

Staffing: The Carlisle Partnership Manager, employed by the City Council, has responsibility for the co-ordination of the Community Plan supported by the Head of Policy and Performance. The Council is considering ways in which it can continue to build the capacity of the Carlisle Partnership.

Finance: There will be modest budgetary implications with regard to publishing the Plan. There are potentially, significant resource implications in delivering the Community Plan including distribution of Local Area Agreement (LAA) pump priming and reward funds. In the longer term, other pooled funds for delivering the LAA element of the Community Plan may include mainstream budgets. Arrangements for Governance, monitoring and accountability of these funds and performance management of delivery of LAA Targets is currently under development by the Cumbria Strategic Partnership and its partners, including the Carlisle Partnership.

Legal: The City Council has a statutory obligation to publish a Sustainable Community Strategy for its area (Local Government Act 2000, et al).

Corporate: The City Council's Corporate plan will be an element in the network of plans co-ordinated within the Community Plan.

Risk Management: Will be produced as part of the implementation plan that will deliver the Community Plan.

Equality & Diversity: The Community Plan is designed to have positive effects on Equality and Diversity within the area. A mechanism has been established within the priority groups that support the partnership for the audit of all proposed initiatives against Equality and Diversity criteria.

Environment: The Environment has been identified as a cross-cutting theme by the partnership; the environmental impact of all proposed activities will be considered.

Crime & Disorder: The priority group "Safer and Stronger Communities" is the Carlisle and Eden Crime and Disorder Reduction Partnership (CDRP). Improving crime and disorder outcomes for local people and communities will be a key element of the Community Plan for Carlisle.

Rural Issues: A mechanism for "proofing" has been established within the partnership which will allow for audit of all proposed initiatives against "rural" criteria, in a similar way to equality and diversity.

Appendix 1

Carlisle Sustainable Community Strategy (Community Plan) Revised Framework

Based on feedback and development by Carlisle Partnership up to Carlisle Partnership Executive meeting 12 Jan 07.

Section 1:

What is it?

Why do we need it?

It sets out the high level Vision for an area and how the partners will turn that vision into reality.

It is bigger than a document for the general public but not so detailed as to duplicate other more specifically themed plans e.g. Carlisle Housing Strategy

It functions as the "Index" of other more specific plans

The rationale behind a partnership approach

Section 2:

A description of the Carlisle Partnership (CP)

The Forum membership

Organisation

The group responsibilities and functionality

Management of the Partnership

How to get involved

Why you should be involved

How you can have your say

Section 3:

A presentation of the socio-economic data sets for the district with an explanation of what they say and what they mean

The following maps are compilations of data from a number of sources and have a variety of technical attributes. The charts are included to provide qualitative illustrations of aspects of Carlisle. They are not designed and should not be used to derive detailed quantitative data. Guidance on sources is available via the Carlisle Partnership.

We have produced several maps which illustrate where we need to focus our efforts to improve the economic, educational and health prospects and quality of life of residents. The final Map illustrates an aggregation of factors and clearly identifies the area which is in most need of support.

Section 4:

How will we address the issues that have been illustrated?

We have set ourselves targets in each of the themes:

Economic priority targets:

Priority for action	Contributing Elements	Targets for improvement	Lead Group	Lead Partner

Section 5:

Returns to the idea of partnership working and explain how responsibility for delivery will be given to lead partners and they will report.

Often the targets and in some cases the contributing elements will be represented in other plans (often the strategies of the lead partner). When this is the case the plan is referenced in the table e.g.

- PCT Local Delivery Plans
- Local Transport Plans
- Housing Strategies
- Community Safety/Drug Action Plans
- Regional Spatial Strategies
- Regional Economic Strategies
- Regional Housing Strategies, and
- Regional, Sustainable Development Frameworks

Section 6:

How will we measure progress.

How we will keep you informed.

How you can find what we are doing

How you can join in and contribute

How you can have your say

Introduction:

Welcome to the Community Plan for Carlisle which sets out our ambitions for the development of our historic City over the next **10 years**. The document is produced by the Carlisle Partnership, an organisation that brings together local authorities, the health service, police and other public agencies, local businesses and the voluntary and community organisations. The purpose of the plan is to set out how the partners will work together in providing quality services for local people. The plan also includes what you have told us about your hopes for the future for the places where you live and work.

Section 1:

What is a Sustainable Community?

Not all communities are the same but sustainable communities have many things in common – decent homes at prices people can afford; clean, safe, green spaces; access to good jobs and local services, schools, health services, shops and banks; places where local people have a say in the way their community is run, and a sense that everyone is treated with respect. They are communities where people are happy to live and work, now and in the future.

We published our first Community Plan, City Vision, in 2002 but much has changed since then and it is important that we respond to events as they happen. The combination of the Foot and Mouth outbreak in 2001, floods of 2005 and loss of a large number of manufacturing jobs (Cavrays etc) has presented additional challenges that could not have been anticipated when our earlier plan was published. These 3 events have meant that we have to think of new ways of doing things in Carlisle. Carlisle City Council has responded to these challenges by working in partnership, through Carlisle Renaissance, which is working on a recovery programme for the City and that will lead the social, economic and physical regeneration of Carlisle including:

Attracting new business and jobs to the area

Learning City

Improving transport and communication links

Revitalising the Centre and historic parts of the City

Increasing tourism

Ensuring opportunities are available for everyone living in Carlisle – not just the better off

The Carlisle Partnership is working side by side with the Renaissance team to ensure that everyone involved is 'joining up' their efforts in creating a sustainable community for the future.

Carlisle is Changing sets out the priorities for local people and what we are going to do to make our local communities sustainable. We will report our progress to you every year so you are able to judge the difference we are making. We welcome your involvement in making Carlisle a better place to live, work and visit. For more information on how you can get involved or to give us some feedback on our plans, please contact xxxx or visit our website xxxx

What's Carlisle like?

Carlisle is a good place to live – a recent survey by the County Council found that people in Cumbria are happier than in any other area in England. We should be proud of this and use it as a means of drawing people to our historic city.

This does not mean we don't have problems and it is these areas where we need to concentrate our efforts. We have looked at the facts and figures available to us nationally, and what you have told us locally. This has enabled us to draw a 'picture' of Carlisle in 2007:

Young people in Carlisle are less likely to stay on at school than those in other parts of Cumbria and nationally.

Our young people get fewer GCSEs when compared to other areas

We have more older and fewer younger people than other places

Some areas of Carlisle have significantly higher rates of poor health, low incomes and people dying younger than in other areas within the City (and Cumbria and England as a whole)

Carlisle has some pockets of high unemployment.

Why do we need a Community Plan?

It sets out the high level Vision for an area and how the partners will turn that vision into reality.

It is bigger than a document for the general public but not so detailed as to duplicate other more specifically themed plans e.g. Carlisle Housing Strategy

It functions as the "Index" of other more specific plans.

The rationale behind a partnership approach

Section 2:

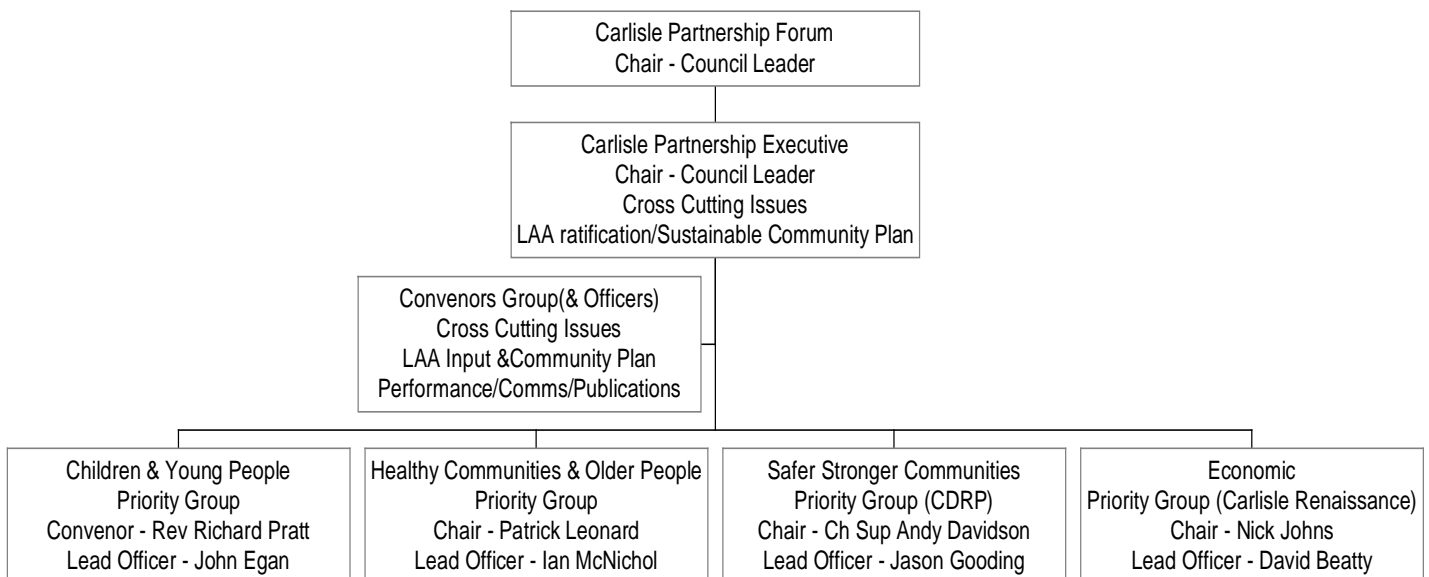
Who are we?

The Carlisle Partnership is a coming together of the 80 or so organisations which have a stake in the quality of life of the residents of Carlisle.

All the partners are members of the Carlisle Partnership Forum which meets in public on at least 2 occasions per year one of which is its Annual General Meeting.(AGM). At the AGM the partnership elects a Chair and Vice Chair.

The Forum membership Organisation

Carlisle Partnership



*Acronyms: CDRP – Crime & Disorder Reduction Partnership, LAA – Local Area Agreement.

[The group responsibilities and functionality
Management of the Partnership.
How to get involved
Why you should be involved](#)

The Local Area Agreement

Our major partner organisations have also been undergoing change. We have been working with Cumbria County Council and other partners to develop a contract with Central Government in the form of a Local Area Agreement (LAA). This will assist co-ordination of the work that councils, the police, Jobcentres, Primary Care Trusts (PCTs – health providers) in delivering and improving quality of services in Cumbria and Carlisle.

We have used the structure of the Local Areas agreement to develop the structure of the Carlisle Partnership. Our four Priority Groups:

- 1.Children and Young People
- 2.Healthy Communities and Older People
- 3.Safer Stronger Communities
- 4.Economic Development and Enterprise,

have developed into communities of interest that have researched and prioritised the needs of local communities in Carlisle. The Partnership has also agreed a number of high priority “Cross-cutting” issues that reflect things that are important to local people. We have developed targets for these priorities which can be found listed in sections 3 and 4.

Section 3:

[A presentation of the Socio-Economic data sets for the district with an explanation of what they say and what they mean](#)

A picture of Carlisle

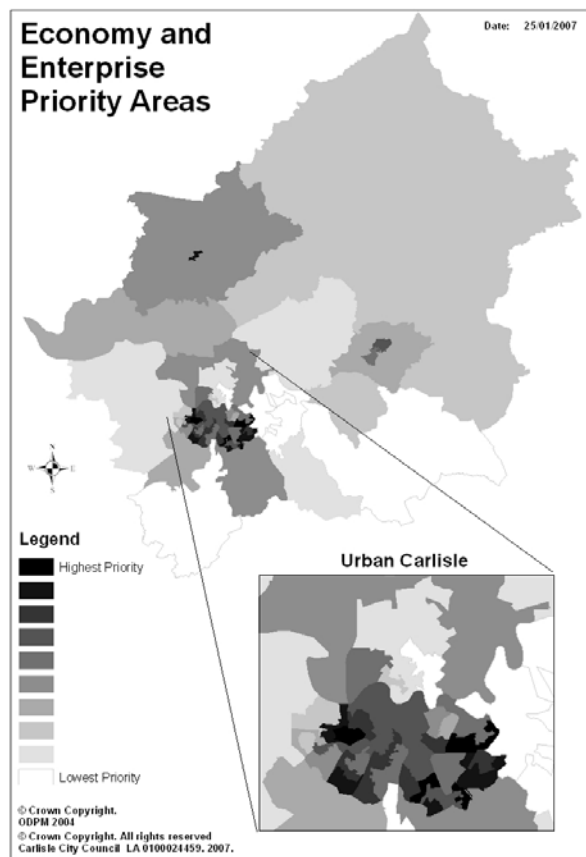
Facts and figures – what are they telling us?

Carlisle is an attractive City, with a wealth of history and character. It is Cumbria’s main retail and administrative centre, with many people travelling from other parts of the county, and SW Scotland, for work, shopping and leisure. Just over 100,000 people live in Carlisle & District, one third residing in the rural areas, which are often sparsely populated. The City is well placed for M6 and the West Coast rail links, as well as being ideally situated for access to the Hadrian’s Wall world heritage site and 3 areas of outstanding beauty: the Solway Coast, North Pennines and the Lake District National Park. When we make our plans to improve the area, it is important that we concentrate on activities that will make a difference to people’s lives. There is a great deal of information available to us now, that gives a clear picture of the challenges ahead:

[The charts are included to provide qualitative illustrations of aspects of Carlisle. They are not designed and should not be used to derive detailed quantitative data. Guidance on sources is available via the Carlisle Partnership.](#)

We have produced several maps which illustrate where we need to focus our efforts to improve the economic, educational, health prospects and quality of life of residents. The final map illustrates an aggregation of factors and clearly identifies the area in most need of support.

Economy and Enterprise Priority



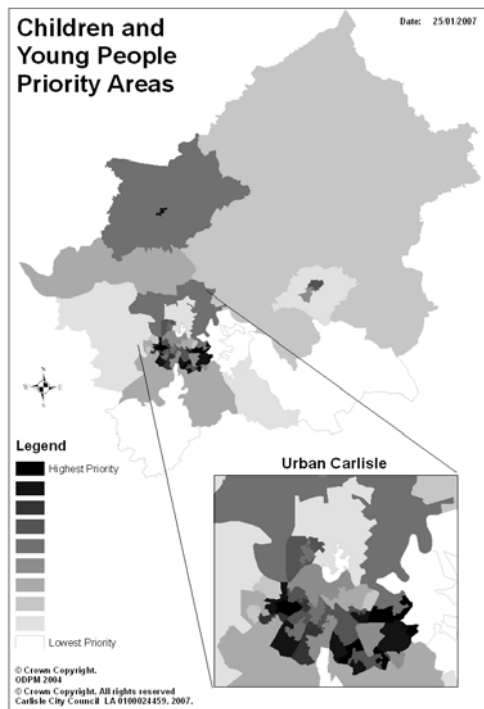
Headline Indicators

1. 25% of Carlisle residents can be classified as financially “hardpressed” with an average income of around £15,000 per year.
2. 2 wards in the south east of the urban area are in the 10% of wards in England where the residents are paid least.
3. The urban area includes areas where unemployment is in the highest 10% of wards in England.
4. Although a significantly greater proportion of the working age population of the district as a whole is employed (78.3% in 2005), average household earnings are some 8% less than the Cumbrian average (median weekly fulltime £339 in Carlisle, £369 in Cumbria, £397 in England).
5. 5.2% of people of working age in Carlisle claim Disability allowance, below the regional figure of 6.4% but above the national figure of 4.6%.

What you have told us – Cumbria Quality of Life Survey (Dec 2006)

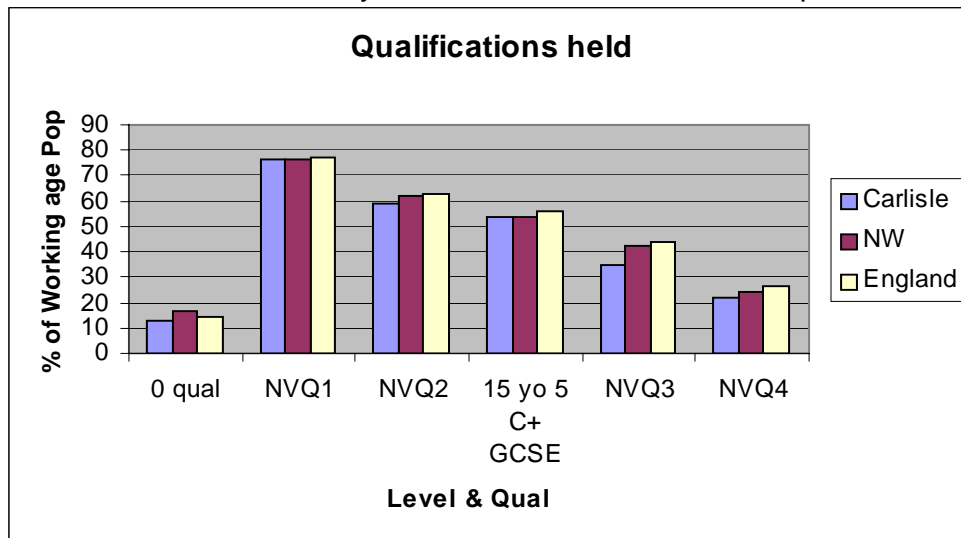
- You were very interested in getting good public transport in and around Carlisle (Public transport was more important to those with no qualifications and to social renters than the general populus).
- 34% of residents felt that good job prospects were a very important factor in life in Carlisle (job prospects were more important to young than older people).

Children and Young Peoples Priority



Headline Indicators

- Qualifications: Relatively few Carlisle Residents have qualifications above Level 2:

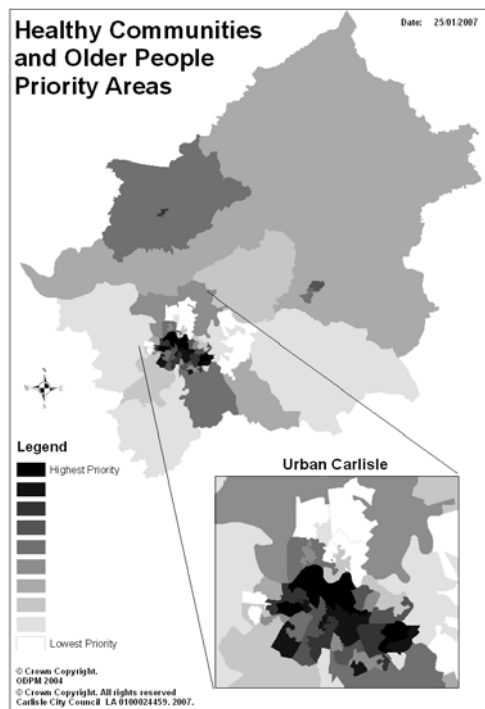


- Fewer 16 year olds in Carlisle stay on in education than in the rest of Cumbria and England.
- Although only 6.9% of 16 –19 year olds are not in education, employment or training (NEET) and that number is falling, 11.6% of Carlisle's young people are in jobs without further training in comparison with 7.6% in Cumbria and 6.6% in England.

What you have told us

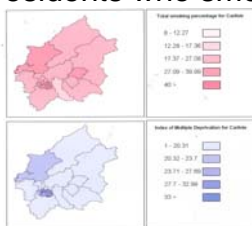
Teenagers hanging around on streets and parents not taking responsibility for the behaviour of their children were seen by 20% Cumbria wide as serious issues. A key priority for improvement was upgraded provision for teenagers and young people.

Healthy Communities and Older People Priority

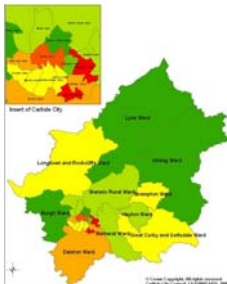


Headline Indicators.

1. There is a remarkably acute correlation between deprivation and percentage of residents who smoke.



2. There is a similar correlation between deprivation and obesity.



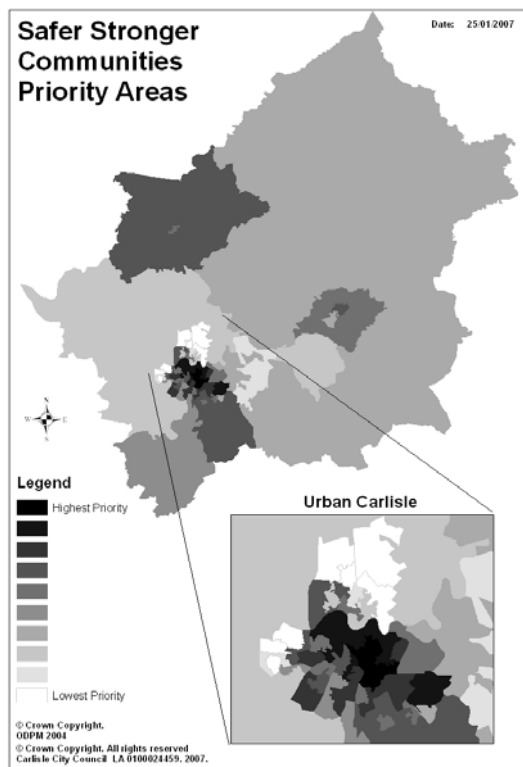
3. The life expectancy for men in Carlisle is almost a year less than the English average and has improved least over the last 10 years in Cumbria.

What you have told us

60% of Carlisle residents reported good health compared to 66% in Cumbria.

19% of Carlisle residents said they had a limiting long-term condition or illness compared to 18% nationally

Safer, Stronger Communities Priority



Headline Indicators.

1. 844 incidents of domestic violence were reported in Carlisle in 05/06 of which approximately 37% were reports from repeat victims. Of those reports which resulted in prosecutions, 62% led to convictions. (These statistics require further examination)

2. Almost one third of all crimes (around 4,000 reports per year) are criminal damage. The total number of reported incidents of anti social behaviour will pass the total reports of all crimes in 06/07 (around 12,000)

What you have told us

33% of Carlisle residents said they felt unsafe in their local area after dark, in comparison with 21% in Cumbria.

Only 32% of Carlisle residents said they feel they belong to their area. One third of you have volunteered in the last 12 months and two thirds of those volunteers did more than 2 hours voluntary work per week last year. Those who say they feel they belong to their area are more likely to be educated to degree level and be owner-occupiers. Social renters and those with no formal qualifications are much less likely to be volunteers.

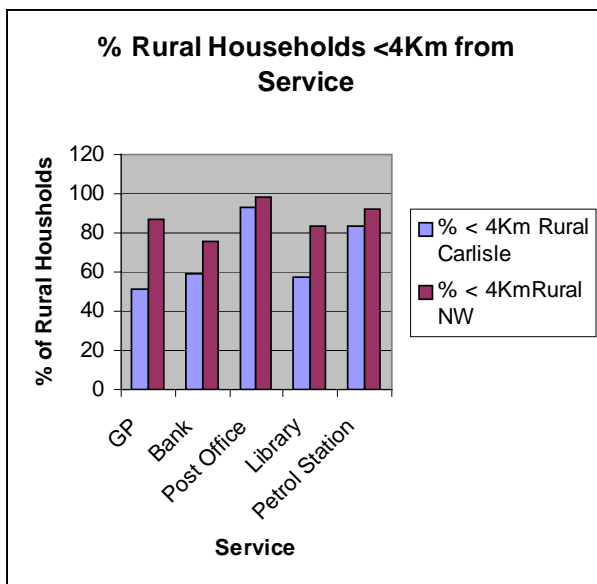
43% of Carlisle residents believed people from different backgrounds got on compared to 48% in Cumbria.

Despite a lower than average fear of crime in Cumbria than nationally, anti-social behaviour is a concern for residents and most people do not feel well informed about what is being done to tackle it.

Cross Cutting Priorities

Headline Indicators.

1. Parts of some urban wards in Carlisle are in 10% most deprived areas of England for multiple reasons.
2. Nine (9) wards (some rural and some urban) are in the 10% most deprived areas of England for one or more reasons.
3. Carlisle is 86th out of 354 Districts in England for Carbon Dioxide emissions per head. In other words just in the worst 25%.
4. Access to services: The chart below illustrates the number of households near to services. Carlisle's rural residents are significantly worse off than most in this respect. At the same time, some 20 % of the employed population of Carlisle are employed by businesses located in the "Rural Hinterland".



What you have told us

1. Overall, a low level of crime was judged by over half of Cumbria residents to be the most important factor in making somewhere a good place to live, closely followed by health services and affordable decent housing then, 39% said education, 35% clean streets and 34% good job prospects. These averages are reflected in Carlisle although we rated education and clean streets above health services. Job prospects and levels of crime are more important to young than older people and public transport was more important to those with no qualifications and to social renters.
2. A key priority for improvement Cumbria wide was more affordable, good quality housing
3. Those residents (29% in Carlisle) who thought that things were deteriorating, were more likely to mention crime and safety and children and young people as reasons why.

Section 4:

How will we address the issues which have been illustrated?

Firstly we acknowledge that all the attributes of a well founded, sustainable community are interlinked. For instance areas of poor economic performance tend to be coincident with areas of poor educational attainment, poor health and so on.

Secondly we note that successful intervention to improve the highest priority areas of need will have a positive impact of the quality of life of Carlisle as a whole.

We have set ourselves targets in each of the themes:

Economy and Enterprise priority targets:

Priority for action	Contributing Elements	Targets for improvement	Lead Group	Lead Partner
Economic deprivation	Wards in most deprived 10% for Employment and Income in Cumbria (2)	No Wards in most deprived 10% for Employment and Income in Cumbria by 2012	Economy and Enterprise	Carlisle Renaissance
Employment	Gross Value Added (GVA) Per head(84% of All England average)	87% of All England Average by 2012	Economy and Enterprise	Carlisle Renaissance
	Increase individuals moving from Incapacity benefit into employment	Carlisle Target 20 individuals – (07/08) and annually to a total of 60 by end 09/10.	Healthy Communities & Older People (HC & OP)	Job Centre Plus

Note: Gross Value Added(GVA) is a measure of economic prosperity. GVA measures the contribution to the economy of each individual producer, industry or sector. As an example the highest GVA per head in England is in London at £24,100 in 2005, the lowest in Wales at £13,800. Carlisle GVA per head is £14,645 (2004).

In addition the Economy and Enterprise Group has led the development of a new Economic Strategy for Carlisle which will form the basis for activities designed to achieve the economic elements of the vision set out by Carlisle Renaissance. Themes emerging are; People, Place, Connections: The Economic and Enterprise Group will oversee delivery of the strategy.

Children and Young People Priority targets:

Priority for action	Contributing Elements	Targets for improvement	Lead Group	Lead Partner
	Young People (YP) Housing	Provide 20 additional Supported places by 2012	Children & Young People (CYP)	Carlisle City Council Housing Officers
	Out of School Bullying	Increase uptake on Sponsored activities by 10% for 2007/08	CYP	Carlisle City Council/Youth Work in Cumbria (YwiC)
	YP Media Image	Conduct regular surveys (6 monthly)	CYP	YwiC/St Cuthberts

The Children and Young Peoples Group is working as a joint venture with the Carlisle Childrens Planning Group to change the way we deliver services to our children and young people. The over arching vision is to meet Childrens needs earlier so as to avoid acute or crisis intervention after issues have become overwhelming for either parents, schools or the children themselves. Projects to meet needs will fall into 2 broad categories and be delivered either by Local Delivery Groups of professionals set up to work in particular geographical areas, or ad hoc partnerships set up to deliver a particular project affecting the whole district.

Healthy Communities and Older People Priority targets:

Priority for action	Contributing Elements	Targets for improvement	Lead Group	Lead Partner
Health priority	Smoking	Local Area Agreement (LAA) Share of	Healthy Communities & Older People (HC & OP)	Primary Care Trust (PCT)
	Obesity	LAA Share of	HCOP	Carlisle Leisure Ltd (CLL)
	Carlisle Healthy City		HCOP	PCT

Safer Stronger Communities Priority targets

Priority for action	Contributing Elements	Targets for improvement	Lead Group	Lead Partner
Reduce violent Crime and disorder	Domestic Violence	Increase reporting by 6.95% Convictions by 3.2% Reduce repeat victims by 8.6% Over 3 years	Safer Stronger Communities (SSC)	Crime & Disorder Reduction Partnership (CDRP)
Criminal Damage and anti-social behaviour	Prevention Reassurance Intervention	Reduce both elements by 10% by 09/20	SSC	CDRP
Crime reduction	Reduce crime by 17.5% (03/04) by 2008		SSC	CDRP
	Road Traffic Accidents	Killed & Seriously Injured (KSI) LAA Share	SSC	CDRP
	Housing quality		Healthy Communities & Older People (HC & OP)	Carlisle Housing Association (CHA)

Cross Cutting Priority targets:

Priority for action	Contributing Elements	Targets for improvement	Lead Group	Lead Partner
Education	Carlisle Learning City		Economy and Enterprise	Carlisle Renaissance
	University Of Cumbria			
Cleaner Greener Safer	Carbon dioxide (CO2) emissions			
Rural priority	Income related IAG for older people		Healthy Communities & Older People (HC & OP)	Age Concern
	1 (one) ward in most deprived 10% for Access to services in Cumbria.	0 (zero) ward in most deprived 10% for Access to services in Cumbria by 2012	HCOP	Age Concern

Section 5:

To return to the idea of Partnership working, you will realise that to take action to deliver the targets we have set, each activity will need to be led by a senior partner. Although this is most often the usual suspects, The City Council or the Primary Care Trust etc. we have an undertaking from all our partners to contribute to the mutual success of this important joint venture.

Lead partners responsible for each activity and the Carlisle Partnership group that will be providing the first line support are identified in the right-hand columns of the table.

Often the Targets and in some cases the contributing elements will be represented in other plans (often the strategies of the Lead partner). When this is the case the plan is referenced in the table

Section 6:

How will we measure progress.

How we will keep you informed.

How you can find what we are doing

How you can join in and contribute

How you can have your say